



**The Meeting Transcript of
The Los Angeles County
Board of Supervisors**

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1 **[THE BOARD OF SUPERVISORS DID NOT MEET**
2 **IN CLOSED SESSION TUESDAY, JULY 8, 2008.]**

3

4

5

6 **SUP. BURKE, CHAIR:** THIS MORNING, THE INVOCATION IS BY PASTOR
7 RON ROBERSON, OF FIRE FELLOWSHIP OF DOWNEY FROM THE FOURTH
8 DISTRICT. AND THE PLEDGE IS EMIL WROBLICKY, FOR POST EXECUTIVE
9 COMMITTEE, POST NUMBER 283, FROM PACIFIC PALISADES, AMERICAN
10 LEGION, IN THIRD DISTRICT. PLEASE STAND.

11

12 **PASTOR RON ROBERSON:** LET US PRAY IN ACCORDANCE TO YOUR OWN
13 BELIEFS. LORD, WE ASK YOUR BLESSING UPON THIS MEETING AND ALL
14 THAT ARE IN ATTENDANCE. WE PRAY FOR DIVINE GUIDANCE AND ALL
15 THAT WE SEEK TO ACCOMPLISH IN THIS DAY. BLESS OUR BOARD OF
16 SUPERVISORS AND ALL THAT ASSIST IN MAKING THE SOMETIMES
17 DIFFICULT DECISIONS THAT AFFECT OUR LIVES. STAND BY US AND
18 GUIDE US. AND LASTLY, BLESS THE GREAT METROPOLIS OF LOS
19 ANGELES. MAY WE GROW AND CONTINUE TO PROSPER. THESE THINGS, WE
20 ASK IN THE NAME OF OUR LORD, AMEN.

21

22 **EMIL WROBLICKY:** PLACE YOUR HAND OVER YOUR HEART. [PLEDGE OF
23 ALLEGIANCE RECITED.]

24



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1 **SUP. KNABE:** MADAME CHAIR, IT'S MY PLEASURE TO PRESENT A
2 CERTIFICATE OF APPRECIATION TO PASTOR RON ROBERSON. IT'S A
3 NICE DAY FOR ME. RON IS A GOOD FRIEND. BUT RON BEGAN FROM SOME
4 VERY HUMBLE BEGINNINGS IN MOBILE, ALABAMA YEARS AGO AND WAS
5 RAISED IN THE FOSTER CARE SYSTEM. HE LOST EVERYTHING TO DRUGS
6 AND OBVIOUSLY DID NOT HAVE A GOOD LIFE. HE ENDED UP ON SKID
7 ROW WHERE HE FOUND GOD. NOW HE HAS SERVED IN THE MINISTRY FOR
8 OVER 30 YEARS. IN 1974 HE WAS ORDAINED IN THE CHURCH OF GOD IN
9 CHRIST IN SAN DIEGO. OVER THE YEARS, HE HAS SERVED IN MANY
10 POSITIONS AND CHURCHES. IN 2001 HE WAS ORDAINED THROUGH THE
11 CATCH A FLAME AND RECEIVED AN HONORARY BACHELOR OF THEOLOGY
12 DEGREE FROM THEIR BIBLE COLLEGE. HE LATER MOVED TO THE HEART
13 OF HIS VISION, SKID ROW, AT THE UNION RESCUE MISSION. HE IS
14 ALSO A FACILITATOR TO SUBSTANCE ABUSE RECOVERY PROGRAM THROUGH
15 THREE IN ONE, AND THE PRODUCER AND DIRECTOR FOR MIRACLE
16 PRODUCTIONS AND WAS AWARDED AN EMMY IN 1990 FOR "GANG FACTS:
17 WHAT EVERY PARENT SHOULD KNOW." HE IS A MOTIVATIONAL SPEAKER,
18 EDUCATOR AND SOUTHERN CALIFORNIA SPOKESPERSON FOR TIME WARNER.
19 PASTOR ROBERSON CURRENTLY HOSTS C.N.N. HEADLINE NEWS LOCAL
20 EDITION, SO. CAL. NEWS, KEEPING IT REAL, W.P.N.B RADIO STATION
21 AND TEACHES TELEVISION PRODUCTION CLASSES AT DOWNEY ADULT
22 SCHOOL. SO PASTOR, WE WANT TO PRESENT YOU THIS CERTIFICATE OF
23 APPRECIATION AND THANK YOU FOR TAKING THE TIME TO COME DOWN
24 HERE. AND I LOOK FORWARD TO SEEING YOU SOON AT THE STATION.
25 [APPLAUSE.]



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1

SUP. BURKE, CHAIR: SUPERVISOR YAROSLAVSKY WILL BE A LITTLE BIT
LATE SO I'M GOING TO HAVE THE PLEASURE OF MAKING THIS
PRESENTATION TO MR. EMIL WROBLICKY. HE IS FROM PALISADES,
AMERICAN LEGION POST NUMBER 283. HE IS ON THE POST EXECUTIVE
COMMITTEE. HE WAS IN THE MILITARY FROM '43 TO '46 AS A
CORPORAL U.S. MARINE CORPS, 4TH MARINE DIVISION. HE SERVED IN
THE PACIFIC MARSHALL ISLANDS. HE RECEIVED THE PRESIDENTIAL
UNIT CITATION, GOOD CONDUCT MEDAL, ASIATIC PACIFIC CAMPAIGN
MEDAL WITH STAR, WORLD WAR II VICTORY MEDAL, NATIONAL DEFENSE
SERVICE MEDAL. HE'S A PROFESSOR AT CALIFORNIA STATE
UNIVERSITY, L.A. MARRIED WITH THREE CHILDREN. HE'S LIVED IN
THE THIRD DISTRICT FOR 30 YEARS. HE RECEIVED HIS MASTER'S FROM
NOTRE DAME, HIS BACHELOR'S FROM DRAKE UNIVERSITY. VERY PLEASED
TO HAVE YOU HERE. [APPLAUSE.] SUPERVISOR YAROSLAVSKY WILL TAKE
ONE WITH YOU NEXT TIME. THANK YOU.

17

CLERK SACHI HAMAI: GOOD MORNING, MADAME CHAIR, MEMBERS OF THE
BOARD. WE WILL BEGIN TODAY'S AGENDA ON PAGE 3, AGENDA FOR THE
MEETING OF THE COMMUNITY DEVELOPMENT COMMISSION, ITEMS 1-D
THROUGH 5-D.

22

SUP. BURKE, CHAIR: MOVED BY KNABE, SECONDED BY MOLINA. WITHOUT
OBJECTION, SO ORDERED.

25



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1 **CLERK SACHI HAMAI:** AGENDA FOR THE MEETING OF THE HOUSING
2 AUTHORITY, ITEMS 1-H AND 2-H.

3

4 **SUP. BURKE, CHAIR:** MOVED BY MOLINA AND SECONDED BY ANTONOVICH.
5 WITHOUT OBJECTION, SO ORDERED.

6

7 **CLERK SACHI HAMAI:** AGENDA FOR THE MEETING OF THE REGIONAL PARK
8 AND OPEN SPACE DISTRICT, ITEMS 1-P THROUGH 5-P. ON ITEM NO. 2-
9 P, THIS INCLUDES THE REVISION AS INDICATED ON THE SUPPLEMENTAL
10 AGENDA. AND THESE ITEMS ARE BEFORE YOU.

11

12 **SUP. BURKE, CHAIR:** MOVED BY ANTONOVICH, SECONDED BY KNABE;
13 WITHOUT OBJECTION, SO ORDERED.

14

15 **CLERK SACHI HAMAI:** BOARD OF SUPERVISORS, ITEMS 1 THROUGH 14,
16 ON ITEM NUMBER 1, AS INDICATED ON THE SUPPLEMENTAL AGENDA,
17 SUPERVISOR KNABE REQUESTS THAT THE REAPPOINTMENT OF ANNA S.
18 JOHNSON TO THE LOS ANGELES COUNTY SMALL BUSINESS COMMISSION BE
19 REFERRED BACK TO HIS OFFICE REMAINING APPOINTMENTS WILL BE
20 BEFORE YOU. ON ITEM NUMBER 2, THIS RECOMMENDATION SHOULD BE
21 REVISED TO READ THAT "THE INFORMATION LEADING TO THE ARREST
22 AND/OR CONVICTION OF THE PERSON OR PERSONS RESPONSIBLE FOR THE
23 HEINOUS MURDER OF 90 YEAR OLD EVELYN MOWSLY, WHO WAS KILLED
24 DURING A STRUGGLE AND WHOSE BODY WAS DISCOVERED INSIDE HER
25 HOME, WHICH WAS INTENTIONALLY SET ON FIRE IN THE CITY OF



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1 ALTADENA." ON ITEM NUMBER 10, THERE IS A REQUEST FROM MEMBERS
2 OF THE PUBLIC TO HOLD THIS ITEM. AND THE REMAINING ITEMS ARE
3 BEFORE YOU.

4

5 **SUP. BURKE, CHAIR:** WITH ITEM 1, REFERRING BACK, SUPERVISOR
6 KNABE'S REQUEST ON ANNA JOHNSON. AND ALSO THE CHANGES AS
7 REFLECTED ON THE OTHER ITEM, WITHOUT OBJECTION, SO ORDERED.

8

9 **CLERK SACHI HAMAI:** THANK YOU. ON PAGE 13, CONSENT CALENDAR,
10 ITEMS 15 THROUGH 43. ON ITEM NUMBER 15, THE CHIEF EXECUTIVE
11 OFFICER REQUESTS THAT THIS ITEM BE CONTINUED ONE WEEK TO JULY
12 15TH, 2008.

13

14 **SUP. BURKE, CHAIR:** SO ORDERED.

15

16 **CLERK SACHI HAMAI:** ON ITEM NUMBER 17, THE CHIEF EXECUTIVE
17 OFFICER REQUESTS THAT THIS ITEM BE REFERRED BACK TO HIS
18 OFFICE.

19

20 **SUP. BURKE, CHAIR:** SO ORDERED.

21

22 **SUP. KNABE:** WHAT NUMBER IS THAT?

23

24 **CLERK SACHI HAMAI:** 17. ON ITEM NUMBER 21, THERE IS A REQUEST
25 FROM A MEMBER OF THE PUBLIC TO HOLD THIS ITEM. ON ITEM NUMBER



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1 27, SUPERVISOR YAROSLAVSKY REQUESTS THAT THIS ITEM BE HELD.
2 AND ON ITEM NUMBER 30, THERE'S A REQUEST FROM A MEMBER OF THE
3 PUBLIC TO HOLD THIS ITEM. THE REMAINING ITEMS ON THE CONSENT
4 CALENDAR ARE BEFORE YOU.

5

6 **SUP. BURKE, CHAIR:** MOVED BY MOLINA, SECONDED BY ANTONOVICH.
7 WITHOUT OBJECTION, SO ORDERED.

8

9 **CLERK SACHI HAMAI:** ON PAGE 23, DISCUSSION ITEMS, ITEMS 44 AND
10 45, ON ITEM 44 AND 45, WE WILL HOLD THESE FOR DISCUSSION.
11 MISCELLANEOUS ADDITIONS TO THE AGENDA WHICH WERE POSTED MORE
12 THAN 72 HOURS IN ADVANCE OF THE MEETING AS INDICATED ON THE
13 SUPPLEMENTAL AGENDA, ON ITEM 46-A, SUPERVISOR YAROSLAVSKY
14 REQUESTS THAT THIS ITEM BE HELD. 46-B?

15

16 **SUP. BURKE, CHAIR:** MOVED BY KNABE, SECONDED BY MOLINA. WITHOUT
17 OBJECTION, SO ORDERED.

18

19 **CLERK SACHI HAMAI:** ON 46-C, SUPERVISOR YAROSLAVSKY REQUESTS
20 THAT THIS ITEM BE HELD.

21

22 **SUP. BURKE, CHAIR:** IT WILL BE HELD.

23



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1 **CLERK SACHI HAMAI:** AND THAT COMPLETES THE READING OF THE
2 AGENDA. BOARD OF SUPERVISORS, SPECIAL ITEMS BEGIN WITH
3 SUPERVISORIAL DISTRICT NUMBER 5.

4

5 **SUP. BURKE, CHAIR:** SUPERVISOR ANTONOVICH?

6

7 **SUP. ANTONOVICH:** THIS MORNING WE HAVE A LITTLE GIRL NAMED
8 CUPCAKE. ONLY NINE WEEKS OLD. IT'S A LITTLE TERRIER MIX
9 LOOKING FOR A HOME. SO, ANYBODY LIKE TO TAKE LITTLE CUPCAKE?
10 562-728-4644. SHE HAS A LOT OF LITTLE FRIENDS THAT ALSO WOULD
11 LIKE TO COME. SHE'S A LITTLE SHY. SO HERE'S LITTLE CUPCAKE,
12 YVONNE, IF YOU'D LIKE A LITTLE CUPCAKE WITH YOUR COFFEE. NINE
13 WEEKS. A LITTLE TERRIER MIX. LOOK AT THAT LITTLE FACE.

14

15 **SUP. BURKE, CHAIR:** I DON'T THINK WE NEED A LITTLE CUPCAKE
16 RIGHT HERE.

17

18 **SUP. ANTONOVICH:** WE DON'T NEED A LITTLE CUPCAKE? NO CUPCAKE?
19 OKAY, NO CUPCAKE.

20

21 **SUP. BURKE, CHAIR:** SUPERVISOR MOLINA, DO YOU HAVE ANY
22 PRESENTATIONS? ALL RIGHT. I'LL DO MINE. I'D LIKE TO CALL UP
23 THE REPRESENTATIVES FROM PARKS? I SEE RUSS GUINEY IS HERE.
24 TODAY WE ARE PROCLAIMING JULY PARKS AND RECREATION MONTH. AND
25 JOINING GOVERNOR ARNOLD SCHWARZENEGGER IN ENDORSING THE



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1 CALIFORNIA CHILDREN'S OUTDOOR BILL OF RIGHTS. WITH RECENT
2 CONCERNS ABOUT YOUTH DETACHMENT FROM OUTDOOR ACTIVITIES, LACK
3 OF PHYSICAL EXERCISE, INCREASED HEALTH RISK, THE CALIFORNIA
4 CHILDREN'S OUTDOOR BILL OF RIGHTS WAS DEVELOPED TO RECOMMEND A
5 FUNDAMENTAL LIST OF 10 EXPERIENCES THAT EVERY CHILD IN
6 CALIFORNIA WOULD BENEFIT FROM EXPERIENCING BEFORE ENTERING
7 HIGH SCHOOL. THE BOARD ENDORSES THIS LIST AND HOPES THAT EVERY
8 CHILD, BEFORE THE AGE OF 14, WILL HAVE THE OPPORTUNITY TO,
9 ONE, DISCOVER CALIFORNIA'S PAST; TWO, SPLASH IN THE WATER. I
10 THINK THEY'RE GOING TO DO THAT. THREE, PLAY IN A SAFE PLACE.
11 CAMP UNDER THE STARS. EXPLORE NATURE. LEARN TO SWIM. PLAY ON A
12 TEAM. FOLLOW A TRAIL. CATCH A FISH. CELEBRATE THEIR HERITAGE.
13 AND STUDIES SHOW THAT CHILDREN WHO DO THESE THINGS ARE
14 HEALTHIER, DO BETTER IN SCHOOL, HAVE BETTER SOCIAL SKILLS AND
15 SELF-IMAGE AND LEAD MORE FULFILLED LIVES. THE PARK AND
16 RECREATION AGENCIES THROUGHOUT THE STATE HAVE AN IMPORTANT
17 ROLE IN HELPING TO ACHIEVE THIS GOAL. WE HAVE TODAY WITH US
18 REPRESENTATIVES FROM THE NATIONAL PARK SERVICE, CALIFORNIA
19 STATE PARKS. AND TO INTRODUCE THEM AND SAY A FEW WORDS, WE
20 HAVE OUR COUNTY PARK DIRECTOR, RUSS GUINEY. WELL FIRST WE'RE
21 GOING TAKE A PICTURE WITH EVERYONE. AND THEN WE HAVE SUCH
22 COOPERATION FROM EVERYBODY. WE WORK SO HARD, DON'T WE?
23 [APPLAUSE.]
24



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1 **RUSS GUINEY:** THANK YOU. THANK YOU SUPERVISOR BURKE AND THANK
2 YOU, BOARD OF SUPERVISORS, FOR ENDORSING THE CHILDREN'S
3 OUTDOOR BILL OF RIGHTS. THE GOAL OF THE BILL OF RIGHTS IS TO
4 LEAVE NO CHILD LEFT INSIDE. AND IN THIS DAY AND AGE, WHEN
5 COMPUTERS AND TELEVISION AND OTHER GAMES COMPETE FOR
6 CHILDREN'S ATTENTION, IT IS THE GOAL OF OUR PARK AGENCIES TO
7 GET CHILDREN OUTDOORS, TO GET THEM INVOLVED IN PHYSICAL
8 ACTIVITIES AND ACTIVITIES THAT IMPROVE THEIR LIFE, THEIR
9 WELFARE AND THEIR VERY HEALTH THAT WILL LAST THEM THROUGHOUT
10 THE YEARS TO COME. EACH YEAR THE DEPARTMENT HOSTS A PARK
11 SUMMIT FOR ALL THE PARK AGENCIES OF THE 88 CITIES AND OTHER
12 PARK AND RECREATION PROVIDERS THROUGHOUT THE COUNTY. WE ADOPT
13 THE COMMON GOAL FOR THE YEAR. AND THIS YEAR'S GOAL WAS TO
14 PROMOTE THE CHILDREN'S OUTDOOR BILL OF RIGHTS. AND WE'LL BE
15 WORKING TO PUT TOGETHER A DATABASE WHERE EVERY CITY AND PARK
16 AGENCY CAN FIND THE LOCATIONS TO DO THE ACTIVITIES THAT
17 SUPERVISOR BURKE MENTIONED. SO IF AN AGENCY DOESN'T HAVE A
18 CAMPING AREA, THEY CAN CHECK THE DATABASE AND FIND SUPPORT
19 FROM ONE OF OUR PARTNERS. AND WE HAVE TWO OF OUR PARTNERS HERE
20 TODAY, REPRESENTATIVES FROM THE NATIONAL PARK SERVICE AND THE
21 CALIFORNIA STATE PARK SYSTEM. AND THEY'RE GOING TO SAY A
22 COUPLE WORDS. AND WE HAVE WOODY SMECK, WHO IS THE
23 SUPERINTENDENT OF THE LARGEST, BUSIEST URBAN NATIONAL PARK IN
24 THE COUNTRY, THE SANTA MONICA NATIONAL RECREATION AREA. WOODY?
25



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1 **WOODY SMECK:** THANKS, RUSS. THE NATIONAL PARK SERVICE IS PROUD
2 TO BE A PART OF THIS INITIATIVE. AND WE LOOK FORWARD TO
3 WORKING WITH THE COMMUNITY OF PARK AND RECREATION SERVICE
4 PROVIDERS THROUGHOUT LOS ANGELES IN PROVIDING PROGRAMS THAT
5 CONNECT CHILDREN TO NATURE AND TO THE ENJOYMENT OF THE
6 OUTDOORS. AND I WANT TO THANK RUS FOR HIS LEADERSHIP IN
7 BRINGING THIS INITIATIVE FORWARD. WE LOOK FORWARD TO WORKING
8 WITH YOU. THANK YOU.

9

10 **RUSS GUINEY:** THANK YOU VERY MUCH, WOODY. [APPLAUSE.] WE ALSO
11 HAVE WITH US RON SCHAEFFER, WHO IS THE SUPERINTENDENT OF THE
12 OVER 30 CALIFORNIA STATE PARKS THAT ARE LOCATED THROUGHOUT LOS
13 ANGELES COUNTY. RON?

14

15 **RON SCHAEFFER:** THANK YOU, RUS. I'D LIKE TO COMMEND THE BOARD
16 OF SUPERVISORS FOR ADOPTING THE CHILDREN'S OUTDOOR BILL OF
17 RIGHTS. WHEN WE WERE ALL KIDS, WE USED TO PLAY IN THE CREEKS,
18 CATCH FROGS, CATCH FISH, CLIMB TREES AND THINGS LIKE THAT.
19 THAT WAS A VERY REAL CONNECTION TO NATURE. AND WELL-MEANING
20 PUBLIC LAND MANAGERS HAVE ADOPTED THE "STAY ON THE TRAIL, COME
21 DOWN FROM THAT TREE, PUT THAT DOWN" APPROACH. AND WHAT THIS
22 CHILDREN OUTDOOR BILL OF RIGHTS DOES IS IT PROVIDES AN
23 APPROPRIATE WAY FOR CHILDREN TO CONNECT WITH NATURE. AND AS
24 RICHARD LOUVRE IN HIS LAST "CHILD IN THE WOODS" BOOK SAYS
25 THERE'S REAL BENEFITS FROM HAVING CHILDREN GET AWAY FROM THE



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1 T.V., AWAY FROM THE INTERNET, AWAY FROM THE COMPUTER GAMES AND
2 OUT INTO NATURE. AND I THINK WE'RE ALL GOING TO BENEFIT FOR
3 THAT. SO AGAIN I'D LIKE TO COMMEND THE BOARD OF SUPERVISORS
4 FOR ADOPTING THE CHILDREN'S OUTDOOR BILL OF RIGHTS. AND THANK
5 YOU, RUS.

6

7 **SUP. BURKE, CHAIR:** THANK YOU. AND, RON, WE WANT TO SAY THANK
8 YOU FOR ALL YOUR HARD WORK WITH THE CONSERVANCY, WITH KENNY
9 HAHN PARK, WITH ALL OF THE AREAS THERE. YOU'VE BEEN REALLY
10 JUST A STALWART. THANK YOU VERY MUCH. WE REALLY APPRECIATE IT.
11 I'D LIKE TO CALL FORWARD FOX ENTERTAINMENT GROUP
12 REPRESENTATIVE, MITZI WILSON, SENIOR VICE PRESIDENT OF
13 DIVERSITY DEVELOPMENT AND RICK RAMIREZ, VICE PRESIDENT OF
14 EMERGING MARKETS. LAST YEAR, FOX ENTERTAINMENT GROUP LAUNCHED
15 FOX CAREER DAY, A COMMUNITY OUTREACH EFFORT IN SOME LOW INCOME
16 COMMUNITIES TO MAKE A DIFFERENCE AND REACH OUT TO MINORITY
17 YOUTH. FOX HAS EXPOSED YOUNG PEOPLE WHO ARE OFTEN OVERLOOKED
18 TO SOME BEHIND-THE-SCENES CAREER OPPORTUNITIES IN THE
19 ENTERTAINMENT INDUSTRY. IN COORDINATING THIS WITH DAKOTA
20 COMMUNICATIONS, FOX HELD SUCCESSFUL CAREER DAYS AT FIVE MEDIA
21 MIDDLE SCHOOLS, AUDUBON LEARNING SCHOOL, FLAUCHE LEARNING
22 CENTER. JOHNNY COCHRAN MIDDLE SCHOOL, STEVENSON MIDDLE SCHOOL
23 AND NIGHTINGALE MIDDLE SCHOOL. THE FOX EXECUTIVES SHARED THEIR
24 EDUCATIONAL AND PROFESSIONAL PATHS TO SUCCESS AND THE TOOLS
25 NEEDED TO ACHIEVE THEIR GOALS. IN ADDITION, LOS ANGELES CITY



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1 COUNCILMAN JOSE HUIZAR, ED P. REYES AND HERB WESSON
2 PARTICIPATED IN THE CAREER DAYS. IT IS WITH GREAT PLEASURE I
3 PRESENT THIS SCROLL TO FOX ENTERTAINMENT FOR THE COMMITMENT
4 AND DEDICATION TO YOUTH AND MINORITIES THROUGHOUT LOS ANGELES
5 BY LAUNCHING THEIR SUCCESSFUL CAREER DAYS.

6

7 **MITZI WILSON:** THANK YOU SO VERY MUCH. GOOD MORNING. THIS IS AN
8 HONOR AND A PRIVILEGE TO ACCEPT THIS ON BEHALF OF THE FOX
9 ENTERTAINMENT GROUP. WHEN WE BEGAN THIS SEVEN YEARS AGO, OUR
10 PRIMARY MISSION WAS TO GUARANTEE THAT ALL STUDENTS WITHIN THE
11 LOS ANGELES COMMUNITY AREAS UNDERSTOOD THE VALUE THAT THEY CAN
12 BRING TO THE ENTERTAINMENT INDUSTRY. AND IN DOING SO, WE
13 DECIDED THAT INSTEAD OF BRINGING THE STUDENTS ONLY TO THE LOT,
14 THAT WE WOULD TAKE OUR EXECUTIVES AND INTRODUCE THE STUDENTS
15 TO THE WORK WORLD OF ENTERTAINMENT. WE'VE HAD THE OPPORTUNITY
16 TO IMPACT 500 STUDENTS. WE'VE HAD THE OPPORTUNITY TO INTRODUCE
17 THEM TO THE VARIOUS ASPECTS OF EMPLOYMENT WITHIN THE
18 ENTERTAINMENT INDUSTRY, VERY SIMILAR TO SOME OF THE EMPLOYMENT
19 THAT IS THROUGHOUT THE COUNTY. AND WE'RE PLEASED TO SAY THAT
20 WE'RE LOOKING FORWARD TO THE CONTINUED WORK, THE INTERNSHIPS
21 AND EVENTUALLY HIRING MOST OF THOSE STUDENTS THAT WE'VE
22 IMPACTED INTO OUR INDUSTRY. SO FOR US IT'S SUCH A GREAT
23 PRIVILEGE AND HONOR, WE THANK YOU SO VERY MUCH.

24



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1 **SUP. BURKE, CHAIR:** THANK YOU. THANK YOU. WOULD YOU LIKE TO SAY
2 A WORD? [APPLAUSE.] DID WE GET THE PHOTO? OKAY, GREAT. THANK
3 YOU. ALL RIGHT. THE FIFTH DISTRICT IS UP FIRST FOR
4 ADJOURNMENTS?

5

6 **SUP. ANTONOVICH:** TODAY I WOULD LIKE TO MOVE THAT WE ADJOURN IN
7 MEMORY OF MITCH NIKOLA TOMOVICH, WHO PASSED AWAY ON JULY 2ND.
8 MITCH WAS THE SECOND GENERATION OWNER OF TOMOVICH AND
9 CONSTRUCTION COMPANY. HE WAS A FAMILY FRIEND. HE'S BEEN QUITE
10 INVOLVED IN THE COMMUNITY, ACTIVE IN THE SHRINE AND ALSO ST.
11 STEVEN'S SERBIAN ORTHODOX CHURCH. HE WAS 82. AND HE LEAVES HIS
12 WIFE AND FIVE CHILDREN. ISAAC STARKMAN WHO WAS THE FOUNDER OF
13 JERRY'S FAMOUS DELI CHAIN IN 1978, WHICH WAS AN IDEA THAT JUST
14 CAME OUT OF A FRESH BAGEL AND LOX HOME DELIVERY SERVICE HE
15 USED ON SUNDAY MORNINGS. HE WAS A PIONEER IN ONE OF THE FINER
16 RESTAURANTS ESTABLISHMENTS IN OUR COUNTY.

17

18 **SUP. BURKE, CHAIR:** I JOIN IN THAT.

19

20 **SUP. ANTONOVICH:** BILL LOFTHOUSE WHO WAS REGARDED AS THE
21 GRANDDADDY OF THE ROSE PARADE FOLK BUILDERS DIED ON JULY 5TH.
22 PHOENIX DECORATING COMPANY FOUNDER, HE HAD BEEN INVOLVED IN
23 THE ROSE PARADE FLOAT BUILDING SINCE 1956, THE LAST 52 YEARS.
24 HE WAS PRESIDENT OF PHOENIX DECORATING COMPANY, WHICH WAS THE
25 LARGEST BUILDER OF FLOATS FOR THE TOURNAMENT OF ROSE PARADE.



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1 HE HAD BEEN NAMED BUILDER OF THE YEAR FIVE TIMES BY THE
2 TOURNAMENT OF ROSES. AND WAS VERY CREATIVE IN HIS TYPES OF
3 FLOATS THAT HE DEVELOPED AND BUILT FOR THE PARADE. SENATOR
4 JESSE HELMS WHO PASSED AWAY AT THE AGE OF 86 ON JULY 4TH. I
5 HAD THE OPPORTUNITY OF MEETING THE SENATOR WHEN I WAS RONALD
6 REAGAN'S APPOINTEE TO THE 1976 REPUBLICAN PLATFORM WHERE I
7 CHAIRED THE DOMESTIC POLICIES. JESSE WAS INVOLVED WITH FOREIGN
8 POLICY ISSUES, WHICH WAS HIS REAL INTEREST AND WHERE HE SERVED
9 LATER AS THE CHAIRMAN OF THE FOREIGN RELATIONS COMMITTEE U.S.
10 SENATE. HIS LIFE WAS DEFENDING LIBERTY AGAINST THE SOVIET
11 TYRANNY AND EVEN FASCIST TYRANNY. WHAT WAS QUITE INTERESTING
12 WAS THE FACT THAT IN ONE FAMOUS INCIDENT IN 1985, A UKRAINIAN
13 SAILOR IN THE SOVIET UNION HAD JUMPED SHIP NEAR NEW ORLEANS IN
14 AN ATTEMPT TO DEFECT. THE STATE DEPARTMENT HAD THE SAILOR
15 RETURNED. BUT BECAUSE OF SENATOR HELMS'S PERSISTENCE IN
16 KEEPING THIS CAUSE ALIVE, 16 YEARS LATER, AFTER THE SOVIET
17 UNION COLLAPSED, THE SAILOR, WHO IS MR. MIDVAT, HAD BECOME A
18 PRIEST, A CATHOLIC PRIEST, FATHER MIDVAT AND HE VISITED
19 SENATOR HELMS AND TOLD HIM BECAUSE OF HIS CONTINUED KEEPING
20 HIS CAUSE ALIVE, IT PREVENTED THE K.G.B. FROM TAKING
21 RETRIBUTION ON HIM. HE ALSO WAS RESPONSIBLE FOR BRINGING
22 ALEXANDER SOLZHENITSYN TO THE UNITED STATES WHEN ALEXANDER
23 SOLZHENITSYN BEGAN A TOUR AND VISITING VARIOUS COLLEGE
24 CAMPUSES. HE WAS A FORMER JOURNALIST. AND HE WAS ORIGINALLY A
25 DEMOCRAT, WORKED FOR THE DEMOCRAT SENATOR FROM NORTH CAROLINA,



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1 THEN PHILOSOPHICALLY CHANGED, BECAME A REPUBLICAN AND HE LEFT
2 THE DEMOCRAT PARTY AND WAS ELECTED SENATOR 1972. LIKE SENATOR
3 THURMAN, HE WAS THE FIRST-- THEY WERE THE FIRST SENATORS TO
4 INTEGRATE THEIR STAFF, WHICH SENATORS GORE, FULLBRIGHT, IRWIN,
5 STENNIS, RUSSELL AND OTHERS HAD NEVER DONE, THE SOUTHERN
6 SENATORS. AND THEY INTEGRATED THEIR STAFF. MEDGAR EVERS'
7 BROTHER WAS ONE OF HIS TOP AIDES. AND HE WENT ON WITH, MANY OF
8 YOU WILL REMEMBER, WITH ROCK STAR BONO FROM IRELAND IN
9 BRINGING ABOUT CONSTRUCTIVE LEGISLATION WHICH PROVIDED
10 RESOURCES AND GETTING MONEY FOR A.I.D.S. AND DEBT RELIEF FOR
11 AFRICAN COUNTRIES AND DEVELOPING PUBLIC/PRIVATE PARTNERSHIPS
12 WHICH SPEARHEADED THOSE ATTEMPTS TO ALLEVIATE POVERTY IN THOSE
13 AREAS. ALSO, LLOYD EDMUND KELLOGG WHO DEVELOPED THE PARALEGAL
14 PROGRAM AT PASADENA COMMUNITY COLLEGE IN 1975. HE WAS A
15 GRADUATE OF NOTRE DAME UNIVERSITY AND LOYOLA LAW SCHOOL. LARRY
16 HARMON WHO WAS FAMOUS FOR BRINGING BOZO THE CLOWN TO
17 TELEVISION AS A CHILDREN'S SHOW HOST IN THE LATE 1950S. AND
18 PASTOR JAY HARBER, LONG TIME RESIDENT OF CLAREMONT
19 PRESBYTERIAN MINISTER WHO PASSED AWAY ON JUNE 28TH. THE FORMER
20 CITY CLERK FOR THE CITY OF LA VERNE, KATHLEEN HAMM, PASSED
21 AWAY ON JUNE 26TH. BOB DESPARICIO, WHO WORKED FOR THE COUNTY
22 DEPARTMENT OF PUBLIC WORKS, WHERE HE RETIRED AFTER 37 YEARS.
23 AND MICHAEL ANDREW CALIENDO OF THE L.A. COUNTY WHO PASSED AWAY
24 IN SANTA CLARITA VALLEY WHERE HE WORKED FOR NEWHALL LAND FOR
25 THE PAST THREE YEARS. HE PASSED AWAY AT THE AGE OF 41.



**The Meeting Transcript of
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1

2 **SUP. BURKE, CHAIR:** SO ORDERED.

3

4 **SUP. ANTONOVICH:** ITEM NUMBER 21?

5

6 **SUP. BURKE, CHAIR:** ALSO, SUPERVISOR ANTONOVICH, WOULD YOU CALL
7 UP 30 AFTER THAT?

8

9 **SUP. ANTONOVICH:** SURE.

10

11 **SUP. BURKE, CHAIR:** MR. SACHS, WOULD YOU COME FORWARD? ONE
12 MEMBER OF THE PUBLIC HAS ASKED TO SPEAK. WOULD YOU STATE YOUR
13 NAME, PLEASE?

14

15 **ARNOLD SACHS:** GOOD MORNING, ARNOLD SACHS. I JUST REALLY WANT
16 TO KNOW, KIND OF QUICKLY, IS THIS A PROGRAM THAT USES ACCESS
17 SERVICES AS A COMPARISON? WOULD THIS BE SIMILAR, THIS
18 TRANSPORTATION SERVICES MASTER AGREEMENTS, WOULD THEY BE
19 SIMILAR TO SOMETHING THAT'S SIGNED UP WITH ACCESS SERVICES?
20 BECAUSE I'M KIND OF CONCERNED. A COUPLE OF WEEKS AGO, ACCESS
21 SERVICES BOARD OF DIRECTORS MEETING ON JUNE 23RD, THERE WAS A
22 CONFERENCE WITH LEGAL COUNSEL. UNITED INDEPENDENT TRANSIT
23 SERVICES VERSUS ACCESS SERVICES. AND MY CONCERN WITH THIS
24 AND/OR THIS PROGRAM IS THE FACT THAT WHO IS UNITED INDEPENDENT
25 TRANSIT SERVICES? AND WHAT DO THEY PROVIDE? SO IF YOU ARE



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1 MODELING THIS PROGRAM ON ACCESS SERVICES, WHO WOULD THESE
2 PEOPLE BE THAT YOU'RE HAVING AGREEMENTS WITH, AND WHAT KIND OF
3 SERVICES WOULD THEY PROVIDE? YOU HAVE, AS I STATED IN THIS
4 LEGAL SITUATION, UNITED INDEPENDENT TRANSIT SERVICES, BUT YOU
5 HAVE UNITED TAXI OF SAN FERNANDO VALLEY, AND UNITED
6 INDEPENDENT TAXI DRIVERS. YOU HAVE PROGRAMS THAT ARE
7 DIFFERENT. AND THE PUBLIC THINKS THAT THEY HAVE SOME KIND OF
8 RECOURSE, WHEN IN FACT THEY DON'T, BECAUSE THE PEOPLE THAT YOU
9 MAY BE HAVING CONTRACTS WITH DON'T ACTUALLY PROVIDE ANY
10 SERVICE. THEY DON'T PROVIDE A VEHICLE. THEY MAY NOT HAVE
11 EMPLOYEES. SO AGAIN I'M LOOKING TO FIND OUT IF THIS IS A
12 PROGRAM THAT'S BASED ON THE WAY THAT ACCESS SERVICES IS
13 OPERATED. AND THAT'S SUCH A TERRIBLE JOB THAT'S DONE THERE,
14 AND HOW THE PUBLIC IS TAKEN ADVANTAGE OF. THANK YOU FOR YOUR
15 TIME, YOUR ANSWERS AND YOUR ATTENTION.

16
17 **SUP. BURKE, CHAIR:** THANK YOU. THEY CAN JUST CALL PUBLIC HEALTH
18 IF THEY HAVE A PROBLEM. MOVED BY ANTONOVICH, SECONDED BY
19 KNABE. WITHOUT OBJECTION, SO ORDERED. ITEM 30.

20
21 **ARNOLD SACHS:** ITEM 30 SOUNDS LIKE A GREAT IDEA BUT I WOULD
22 LIKE TO SUGGEST THAT INSTEAD OF PARTIALLY FUNDING SIX WASTE
23 TIRE COLLECTION EVENTS, THAT YOU FUND TOTALLY SIX TIRE WASTE
24 COLLECTION EVENTS. YOU ADVERTISE THEM AND YOU MAKE IT A
25 PERMANENT PART OF THE COUNTY'S DISPOSAL SYSTEM. THERE WAS A



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1 STORY IN THE L.A. TIMES SEVERAL WEEKS AGO REGARDING A RANGER
2 WHO WORKS OUT IN THE PALMDALE AREA. AND HE HAS TO OVERSEE
3 DESERT AREA. AND ALL HE DOES IS FIND AREAS THAT HAVE ILLEGAL
4 DUMPING GROUNDS WHERE PEOPLE DUMP ALL KINDS OF STUFF JUST
5 BECAUSE IT'S SO ISOLATED. AND IF YOU WERE TO MAKE THESE WASTE
6 COLLECTION SITES AVAILABLE AND ADVERTISE THE FACT THAT THEY
7 ARE AVAILABLE, IT MAY HELP TO CUT DOWN ON PEOPLE ILLEGALLY
8 DUMPING TIRES ALONG THE HIGHWAY. YOU COULD DO A PASS ON
9 SEPULVEDA BOULEVARD. YOU COULD DO A PASS ON SOME MAJOR FREEWAY
10 GOING NORTH ONE WAY, SOUTH THE OTHER WAY, EAT UP ALL THE
11 FUNDING THAT YOU HAVE THERE. BUT IF YOU HAVE THE SIX SITES
12 THAT ARE IN PERMANENT LOCATIONS, MAYBE EVEN FIVE SITES, ONE IN
13 EACH SUPERVISORIAL DISTRICT, THEN PEOPLE WOULD KNOW THAT,
14 "HEY, WE CAN DUMP OUR STUFF THERE. THERE'S NO PAY. THERE'S NO
15 PROBLEM." AND IT'S DONE AND TAKEN CARE OF. THANK YOU FOR YOUR
16 TIME, YOUR ANSWERS AND YOUR ATTENTION ON THAT.

17

18 **SUP. BURKE, CHAIR:** MOVED BY YAROSLAVSKY, SECONDED BY
19 ANTONOVICH; WITHOUT OBJECTION, SO ORDERED.

20

21 **SUP. ANTONOVICH:** ITEM NUMBER 46-A.

22

23 **ARNOLD SACHS:** I BELIEVE YOU WILL HAVE DISCUSSION ON THOSE
24 ITEMS? 46-A.

25



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1 **SUP. BURKE, CHAIR:** I DON'T BELIEVE YOU WERE HOLDING THAT.

2

3 **ARNOLD SACHS:** I AM.

4

5 **SUP. BURKE, CHAIR:** OKAY. YES, MR. SACHS.

6

7 **ARNOLD SACHS:** IS THAT GOING TO BE A DISCUSSION ITEM? BECAUSE I
8 WOULD JUST AS SOON SPEAK AFTER THE REPORT OR THE DISCUSSION
9 ITEM.

10

11 **SUP. BURKE, CHAIR:** ARE YOU THE ONLY ONE THAT HELD ITEM 45?

12

13 **ARNOLD SACHS:** I DIDN'T HOLD 45.

14

15 **SUP. BURKE, CHAIR:** 46-A WAS HELD FOR SUPERVISOR YAROSLAVSKY.

16

17 **ARNOLD SACHS:** AND I HELD 44.

18

19 **SUP. BURKE, CHAIR:** YOU HELD 44, ALSO?

20

21 **ARNOLD SACHS:** YES, MA'AM. YES, MADAME PRESIDENT.

22

23 **SUP. ANTONOVICH:** CAN I DO 44.

24

25 **ARNOLD SACHS:** THAT'S ALSO A DISCUSSION ITEM.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SUP. BURKE, CHAIR:** WHY DON'T WE GET THE DIRECTOR OF HEALTH
3 SERVICES AND WE CAN DO 44 FIRST AND THEN WE'LL DO 46.

4

5 **ARNOLD SACHS:** WE CAN DO THAT.

6

7 **SUP. BURKE, CHAIR:** DO YOU KNOW WHAT? 44 WILL TAKE A LITTLE
8 WHILE. LET'S DO 46 FIRST. CAN WE GET SOMEONE FROM HEALTH
9 SERVICES? AND WE'LL DO 46-A. ALL RIGHT.

10

11 **ARNOLD SACHS:** I'LL COME BACK. I'M IN THE AREA.

12

13 **SUP. BURKE, CHAIR:** WOULD YOU DO 46-A, AND WE'LL COME BACK FOR
14 QUESTIONS AT THE END.

15

16 **SUP. YAROSLAVSKY:** I HAVE SOME QUESTIONS ON 46-A.

17

18 **SUP. BURKE, CHAIR:** YES. SUPERVISOR YAROSLAVSKY HAS QUESTIONS
19 ON 46-A.

20

21 **SUP. YAROSLAVSKY:** MR. CHERNOF, I'VE GOTTEN ALL YOUR
22 CORRESPONDENCE AND ALL THAT, AND I APPRECIATE IT. I'M TRYING
23 TO UNDERSTAND ONE-- TRYING TO GET THE ANSWER TO ONE QUESTION.
24 I UNDERSTAND THAT BETWEEN AUGUST OF LAST YEAR, WE CLOSED THE
25 HOSPITAL IN AUGUST OF LAST YEAR, MARTIN LUTHER KING HOSPITAL.



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1 BETWEEN AUGUST OF LAST YEAR AND A MONTH OR TWO AGO WHEN THE
2 NEWSPAPER ASKED FOR SOME INFORMATION, THE DEPARTMENT WAS NOT
3 AWARE THAT THERE HAD BEEN A LOSS OF THE SUMMARY SHEET. I
4 UNDERSTAND THAT THE DATA ITSELF IS NOT LOST AND IT'S BEING
5 RECREATED AND ALL THAT. I THINK IT WAS BLOWN OUT OF PROPORTION
6 IN THAT REGARD. BUT HERE'S WHAT I'M CONCERNED ABOUT. IS IT
7 ACCURATE THAT BETWEEN AUGUST OF LAST YEAR AND MAY OR JUNE OF
8 THIS YEAR THAT IT WAS ONLY IN MAY OF JUNE OF THIS YEAR THAT
9 YOUR DEPARTMENT REALIZED THAT THE SUMMARY SHEET OF THE DATA OF
10 THE EMPLOYEES WHO HAD DISCIPLINARY PROBLEMS, SERIOUS
11 DISCIPLINARY PROBLEMS HAD BEEN LOST?

12

13 **JOHN SCHUNHOFF:** YES, SUPERVISOR.

14

15 **SUP. YAROSLAVSKY:** SO WHEN WAS THAT? WHEN DID YOU GET THE CALL
16 FROM THE NEWSPAPER? MAY OR JUNE?

17

18 **JOHN SCHUNHOFF:** I THINK THE CALL WAS PROBABLY IN MAY.

19

20 **SUP. YAROSLAVSKY:** SO BETWEEN AUGUST AND MAY, WHICH IS ABOUT
21 NINE MONTHS-- LET ME BACK UP. IN AN EMAIL I GOT FROM YOU THIS
22 MORNING, I BELIEVE-- I SHOULDN'T SAY THIS. I WAS DRIVING WHEN
23 I WAS READING IT, BUT VERY CAREFULLY. [LAUGHTER.]

24

25 **SUP. BURKE, CHAIR:** THANK YOU FOR THAT.



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1

2 **SUP. YAROSLAVSKY:** I PULLED OVER ON THE SANTA MONICA FREEWAY TO
3 READ MY EMAIL. I THINK YOU SAID THAT THE DATA-- NOT THE DATA,
4 THE SUMMARY SHEET BASED ON YOUR RECREATION OF EVENTS WAS LOST
5 BACK LAST AUGUST, IS THAT CORRECT?

6

7 **JOHN SCHUNHOFF:** I SAID IT WAS LAST-- WE HAVE FOUND THE
8 DATABASE, AND OUR INFORMATION SYSTEMS PERSONS FOUND IT
9 YESTERDAY. THEY DETERMINED THAT IT WAS LAST ACCESSED LAST
10 AUGUST.

11

12 **SUP. YAROSLAVSKY:** LAST ACCESSED IN AUGUST. SO BETWEEN AUGUST
13 OF 2007 AND MAY OF 2008, NINE MONTHS, NOBODY ACCESSED THE
14 DATABASE?

15

16 **JOHN SCHUNHOFF:** CORRECT.

17

18 **SUP. YAROSLAVSKY:** THE DATABASE WAS A DATABASE OF, MY WORDS,
19 PROBLEM EMPLOYEES, CORRECT? OR WAS IT ALL EMPLOYEES?

20

21 **JOHN SCHUNHOFF:** EMPLOYEES WHO HAD DISCIPLINE.

22

23 **SUP. YAROSLAVSKY:** HAD DISCIPLINARY PROBLEMS, DISCIPLINARY
24 ISSUES. AND AGAIN, YOU WERE NOT THE HEAD OF THE DEPARTMENT AT
25 THE TIME FOR MOST OF THIS PERIOD OF TIME. SO I'M NOT HOLDING



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1 YOU PERSONALLY RESPONSIBLE FOR THIS. BUT THE THING THAT
2 BOTHERED ME MOST ABOUT THIS WHOLE INCIDENT IS THAT FOR NINE
3 MONTHS NOBODY-- DESPITE THE FACT THAT THE BOARD OF SUPERVISORS
4 AT ONE POINT OR ANOTHER EVERY MEMBER OF THIS BOARD IN THESE
5 MEETINGS HAD BEEN ASKING MR. FUJIOKA, DR. CHERNOF, MR. HENRY,
6 THE HEALTH AND HUMAN RESOURCES DIRECTOR, WE'VE BEEN PUMMELING
7 YOU GUYS COLLECTIVELY, "WHAT'S HAPPENING WITH THE DISCIPLINARY
8 CASES? WHERE ARE THEY? HAVE THEY BEEN-- ARE THE ONES THAT
9 DESERVED IT BEEN REMOVED? WHERE HAVE THEY BEEN REDEPLOYED?" AD
10 NAUSEAM. THIS WENT ON FOUR MONTHS. AND WE KEPT GETTING-- I'M
11 NOT EVEN SURE I RECALL WHAT THE ANSWERS WERE. "WE'LL WORK ON
12 IT. IT'S HAPPENING. WHERE KNOW WHERE THEY ARE. WE CAN GO BACK
13 AND LOOK AT THE TRANSCRIPT." I DON'T REMEMBER WHAT YOUR
14 RESPONSE WAS. BUT NOW WE KNOW THAT FOR NINE MONTHS, WHILE WE
15 WERE ALL ASKING ALL OF THESE QUESTIONS, WANTING TO HOLD
16 OURSELVES ACCOUNTABLE AND YOU COLLECTIVELY ACCOUNTABLE FOR
17 WHAT WE HAD PROMISED THE PUBLIC WE WOULD DO, WHICH IS ROOT OUT
18 THE BAD EMPLOYEES AND GET RID OF THEM AND TO USE MY
19 TERMINOLOGY, "WIPE THE SLATE CLEAN," THAT NOT ONE TIME DURING
20 THESE NINE MONTHS WAS THE DATABASE EVEN ACCESSED. SO HOW WERE
21 YOU TO KNOW, YOU DEPARTMENT PEOPLE? HOW WAS THE C.E.O. TO
22 KNOW, HOW WAS THE BOARD TO KNOW ANY INFORMATION ABOUT THESE
23 INDIVIDUALS WHEN THE DEPARTMENT DID NOT ACCESS THE DATABASE
24 NOT ONCE BETWEEN THE TIME WE CLOSED THE HOSPITAL, OR VERY
25 SHORTLY THEREAFTER, IN AUGUST OF 2007 AND THE TIME THE LOS



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1 ANGELES TIMES CALLED YOU AND ASKED FOR THE SAME INFORMATION
2 THAT WE HAD BEEN ASKING FOR NINE MONTHS.

3

4 **JOHN SCHUNHOFF:** SUPERVISOR, THE MANAGEMENT OF THOSE DISCIPLINE
5 CASES MOVED OVER TO CENTRAL HUMAN RESOURCES IN THE DEPARTMENT.
6 NOT D.H.R., BUT THE HUMAN RESOURCES, THE CENTRALIZED HUMAN
7 RESOURCES WITHIN THE DEPARTMENT. THEY WERE CONTINUING TO
8 MANAGE THOSE CASES. THE ADVOCATE UNIT OF D.H.R. WAS WORKING
9 THOSE CASES THAT HAD BEEN APPEALED TO THE CIVIL SERVICE
10 COMMISSION. BUT YOU'RE CORRECT. THE HISTORICAL INFORMATION
11 ABOUT THE HISTORY OF THESE CASES THAT WAS IN THAT DATABASE
12 WASN'T BEING ACCESSED, SO PEOPLE TO THE EXTENT THEY NEED TODAY
13 GO TO THAT HISTORY, WERE HAVING TO GO TO THE ACTUAL FILE, THE
14 PAPER FILES THAT ALSO EXIST ON EACH OF THE DISCIPLINE CASES.

15

16 **SUP. YAROSLAVSKY:** BUT NOBODY WOULD HAVE GONE TO THE ACTUAL
17 FILES IF THEY COULD HAVE GONE TO THE SUMMARY SHEET, BECAUSE
18 THE SUMMARY SHEET WOULD BE EASIER TO ACCESS AND TO READ. SO
19 ANYBODY WHO WAS ACTUALLY INTERESTED IN FINDING OUT WHERE JOHN
20 DOE, BAD NURSE OR BAD JANITOR WAS, WOULD HAVE GONE TO THE
21 SUMMARY SHEET AND NOT DRILLED DOWN INTO THE BOWELS OF THE
22 PERSONNEL RECORDS DOWN AT M.L.K., CORRECT?

23

24 **JOHN SCHUNHOFF:** IT WOULD HAVE BEEN EASIER TO GO TO A SUMMARY
25 SHEET.



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1

2 **SUP. YAROSLAVSKY:** IT'S NOT REASONABLE TO EXPECT THAT A
3 DEPARTMENT OF HEALTH SERVICES EXECUTIVE WHO WAS BEING ASKED BY
4 THE BOARD OF SUPERVISORS, "WHERE ARE THE PROBLEM EMPLOYEES?:
5 THAT HE WOULD HAVE GONE TO THE RAW MATERIAL WHEN HE COULD HAVE
6 LOOKED AT A SUMMARY SHEET, AM I CORRECT? IS THAT REASONABLE TO
7 ASSUME? THAT YOU WOULD NOT HAVE TAKEN THE TIME TO GO DOWN WITH
8 A MICROSCOPE AND LOOK AT ALL THE RAW DATA WHEN YOU HAD A
9 SUMMARY OF THE RAW DATA IN FRONT OF YOU, RIGHT?

10

11 **JOHN SCHUNHOFF:** THAT SEEMS REASONABLE. ON THE OTHER HAND, I
12 CAN'T FIND THAT THERE WERE ACTUALLY SUMMARIES PRINTED OF THAT
13 DISCIPLINE HISTORY DURING THAT TIME.

14

15 **SUP. YAROSLAVSKY:** SO WHAT WAS IT THAT WASN'T ACCESSED SINCE
16 AUGUST OF 2007?

17

18 **JOHN SCHUNHOFF:** I'M SORRY, SUPERVISOR.

19

20 **SUP. YAROSLAVSKY:** WE JUST GOT THROUGH SAYING THAT SINCE AUGUST
21 OF 2007, UNTIL THE LOS ANGELES TIMES CALLED YOU, YOU DID NOT
22 ACCESS THE DATA.

23



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1 **JOHN SCHUNHOFF:** WHAT I'M SAYING IS THAT THE EMPLOYEES OF HUMAN
2 RESOURCES WHO WERE WORKING THE DISCIPLINE CASES HAD TO GO TO
3 THE DISCIPLINE FILES THEMSELVES TO WORK THOSE CASES.

4

5 **SUP. YAROSLAVSKY:** DO YOU HAVE ANY EVIDENCE THAT THEY DID?

6

7 **JOHN SCHUNHOFF:** I KNOW THAT THEY WERE CONTINUING TO WORK THOSE
8 CASES.

9

10 **SUP. YAROSLAVSKY:** THAT'S NOT RESPONSIVE TO MY QUESTION. DO YOU
11 KNOW WHETHER THEY WENT TO THE ACTUAL DISCIPLINARY FILES?

12

13 **JOHN SCHUNHOFF:** I WAS TOLD THAT THEY DID, SUPERVISOR.

14

15 **SUP. YAROSLAVSKY:** SO I'M GOING TO GO BACK AGAIN. WHEN DID THE
16 SUMMARY SHEET GET DEVELOPED IN THE FIRST PLACE?

17

18 **JOHN SCHUNHOFF:** IT GOES BACK SEVERAL YEARS. I DON'T KNOW THE
19 EXACT DATE.

20

21 **SUP. YAROSLAVSKY:** SO IT WAS AVAILABLE IN AUGUST OF 2007?

22

23 **JOHN SCHUNHOFF:** CORRECT.

24



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1 **SUP. YAROSLAVSKY:** AND YOU KNOW NOW THAT THE SUMMARY SHEET WAS
2 NOT ACCESSED BETWEEN AUGUST AND MAY, AUGUST OF LAST YEAR AND
3 MAY OF THIS YEAR, CORRECT?

4

5 **JOHN SCHUNHOFF:** CORRECT.

6

7 **SUP. YAROSLAVSKY:** SO WHAT YOU'RE SAYING TO ME, NOT PUTTING
8 WORDS IN YOUR MOUTH, BUT WHAT I'M INFERRING FROM WHAT YOU'RE
9 SAYING IS THAT TO THE EXTENT THAT ANY DEPARTMENT OF HEALTH
10 SERVICES STAFF WAS LOOKING AT-- WAS WORKING ON THESE ISSUES,
11 THEY WERE NOT GOING TO THE SUMMARY SHEET; THEY WERE GOING TO
12 THE RAW DISCIPLINARY FILES? THAT'S THE ONLY CONCLUSION I COULD
13 DRAW FROM THE FACT THAT NOBODY HAS ACCESSED THE SUMMARY SHEET
14 SINCE AUGUST.

15

16 **JOHN SCHUNHOFF:** THAT'S CORRECT. FOR THOSE THAT WERE AT KING.

17

18 **SUP. YAROSLAVSKY:** I WANT TO TELL YOU AND, JOHN, I THINK THE
19 WORD OF YOU. YOU WEREN'T THERE FOR MOST OF THIS PERIOD OF
20 TIME, UNFORTUNATELY. OR FORTUNATELY YOU'RE THE HEAD OF THE
21 DEPARTMENT NOW. IT IS NOT CREDIBLE TO ME, KNOWING HUMAN NATURE
22 AND THE INTELLIGENT PEOPLE WHO WORK FOR YOUR DEPARTMENT AND
23 ALL OF OUR DEPARTMENTS, THAT THEY WOULD TAKE DAYS TO DO
24 SOMETHING THAT THEY COULD DO IN MINUTES. IF THERE'S A SUMMARY
25 SHEET OF DATA, MOST PEOPLE, MAYBE NOT EVERYBODY, BUT MOST



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1 PEOPLE WOULD GO TO THE SUMMARY SHEET THAT GOT THEM THE
2 INFORMATION THAT THIS BOARD WAS ASKING FOR. IT WOULD TAKE THEM
3 A FEW MINUTES TO ACCESS THE SUMMARY SHEET, FIND OUT WHAT THE
4 SCORE WAS, RATHER THAN GO DOWN AND TRY TO RECREATE ACCESS TO
5 DATA FILES AND RECREATE ALL THAT'S ON THE SUMMARY SHEET,
6 SOMETHING THAT YOU'RE NOW TRYING TO DO AND IT'S GOING TO TAKE
7 YOU SOMETIME. SO IT'S NOT CREDIBLE TO ME THAT THIS HAPPENED.
8 NOW, WHAT IS THE IMPLICATION OF THAT? THE IMPLICATION OF THAT
9 IS THAT THE DEPARTMENT WAS NOT SERIOUS ABOUT REALLY DOING
10 ANYTHING ABOUT THE PROBLEM EMPLOYEES. IT DID NOT HAVE A SENSE
11 OF URGENCY ABOUT IT. IT CERTAINLY DIDN'T HAVE THE SENSE OF
12 URGENCY THAT THIS BOARD HAD CONVEYED AND CONVEY EVEN TO THIS
13 VERY MOMENT. I COULD REMEMBER SUPERVISOR MOLINA ASKING THE
14 QUESTIONS IN THE FIRST WEEKS AFTER WE CLOSED THE HOSPITAL.
15 "WHERE ARE THESE EMPLOYEES GOING?" SUPERVISOR BURKE ASKED
16 QUESTIONS. SUPERVISOR ANTONOVICH, KNABE, MYSELF, WE WERE ALL
17 SAYING THE SAME THING. THE PUBLIC WAS ASKING THE SAME THING.
18 OKAY. IF YOU HAD TO CLOSE THE HOSPITAL BECAUSE OF CERTAIN
19 PERCENTAGE OF YOUR EMPLOYEES WERE NOT UP TO SNUFF, WHERE ARE
20 THOSE NOT-UP-TO-SNUFF EMPLOYEES GOING? THAT WAS A QUESTION WE
21 WERE COLLECTIVELY ASKING YOU AND IT DOES NOT APPEAR TO ME THAT
22 THE DEPARTMENT EVER MADE A SERIOUS EFFORT, IF THEY MADE AN
23 EFFORT AT ALL, TO FIND OUT WHERE THEY WERE. AND THAT IS JUST
24 UNTENABLE, INEXCUSABLE THAT WE WOULD NOW BE HERE IN JULY,
25 ALMOST TO THE DAY, MAYBE TO THE DAY, 11 MONTHS SINCE WE CLOSED



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1 M.L.K. HOSPITAL. AND WE DON'T KNOW ANY MORE TODAY THAN WE DID
2 THE MONTH AFTER WE CLOSED IT ABOUT WHERE THE PROBLEM EMPLOYEES
3 ARE. AND I FEEL BURNED BY IT FOR TWO REASONS. ONE IS KIND OF A
4 SILLY REASON. I GUESS IT'S SILLY FOR ME TO THINK THAT WHEN I
5 ASK A QUESTION OF A DEPARTMENT, I SHOULD GET AT LEAST AS GOOD
6 AS SERVICE AS THE LOS ANGELES TIMES WHEN THEY ASK A QUESTION.
7 MAYBE WHAT I SHOULD LEARN FROM THIS, IS FROM THIS DAY FORWARD
8 I'LL MAKE PUBLIC RECORDS ACT REQUESTS OF THE DEPARTMENT, OR
9 ANY DEPARTMENT AND GET ANSWERS. BECAUSE APPARENTLY THAT'S THE
10 WAY THINGS GET RESPONDED TO HERE MORE THAN ANYTHING ELSE. OF
11 COURSE THAT'S PARTIALLY TONGUE IN CHEEK. THE REAL SERIOUS
12 PROBLEM IS THAT FOR 11 MONTHS, WE HAVEN'T DONE WHAT WE SHOULD
13 HAVE DONE IN TERMS OF IDENTIFYING THE PROBLEM EMPLOYEES,
14 TAKING THE STEPS WE NEEDED TO TAKE TO EITHER DISCIPLINE THEM
15 TO THE FULL EXTENT THAT THE CIVIL SERVICE SYSTEM AND OUR
16 CONTRACTS ALLOW US TO OR DISMISS THEM, IF WE ARE ALLOWED TO DO
17 THAT, AND TRULY CLEAN HOUSE AND RECONSTITUTE, AT THE TIME TO
18 TRY TO GET THE HOSPITAL AND OUR OWN HEALTH DEPARTMENT CLEAN OF
19 PEOPLE WHO CREATED THE PROBLEMS THAT WE HAD AT THAT PARTICULAR
20 FACILITY.

21

22 **C.E.O. FUJIOKA:** EXCUSE ME.

23

24 **SUP. YAROSLAVSKY:** MR. FUJIOKA.

25



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1 **C.E.O. FUJIOKA:** I'M GOING TO ASK THAT WE CAN HOLD THIS ITEM
2 FOR A WHILE. BECAUSE WE'RE ASKING EPPY EMPANADO FROM D.H.R.
3 WHO HANDLES, WHO IS HEAD OF THE ADVOCACY UNIT, WHO HANDLES
4 DISCIPLINARY ACTIONS NOT ONLY FOR HIS DEPARTMENT, BUT ON A
5 COUNTY-WIDE BASIS, TO COME DOWN AND SPEAK TO WHAT HE'S DONE TO
6 ASSIST D.H.S. IN HANDLING THE DISCIPLINARY MATTERS. BUT ALSO
7 IF WE CAN GET SOME ADDITIONAL REPRESENTATIVES FROM D.H.S. TO
8 SPEAK TO WHAT THEY HAVE DONE TO LOOK AT THESE.

9

10 **SUP. YAROSLAVSKY:** THAT'S FINE.

11

12 **C.E.O. FUJIOKA:** SO IF WE HOLD IT FOR A LITTLE BIT, WE'LL GET
13 FOLKS DOWN TO TALK ABOUT IT.

14

15 **SUP. YAROSLAVSKY:** THAT'S FINE, AND I THINK IT WOULD BE HELPFUL
16 FOR US TO KNOW WHAT'S BEING DONE. BUT THE QUESTION THAT I'M
17 FOCUSED ON, IN ADDITION TO WHAT'S BEING DONE, IS WHY THE DATA
18 WASN'T ACCESSED FOR NINE MONTHS. MAYBE THERE'S AN EXPLANATION
19 FOR IT, I'M SKEPTICAL. THANK YOU, MR. FUJIOKA.

20

21 **SUP. MOLINA:** IT'S INTERESTING, THAT MR. YAROSLAVSKY USES THE
22 WORD NOT CREDIBLE. I DON'T KNOW WHAT THAT MEANS, BUT IT MEANS
23 THAT WHATEVER YOU'RE TELLING US IS NOT TRUE, BECAUSE WHAT HE
24 JUST TOLD YOU IS NOT NECESSARILY CREDIBLE. WHO TOLD YOU TO
25 TELL US THAT STORY? IT'S NOT TRUE. I MEAN ARE WE PLAYING A



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1 GAME FOR THE PUBLIC? BECAUSE I DON'T UNDERSTAND WHAT TRACKING
2 SHEET YOU HAVE. I MEAN I HAVE BEEN TRACKING THIS RELIGIOUSLY
3 AND ASKING QUESTIONS ALMOST TO AN EMBARRASSING FASHION WITH
4 THESE EMPLOYEES. I SAT DOWN WITH DR. SPLAWN ON A COUPLE OF
5 THEM AND WITH BILL FUJIOKA. AND IT WAS PAINFUL, THE NONSENSE
6 INFORMATION I WAS GETTING. NOW, ARE YOU JUST TALKING ABOUT A
7 PLAN, LIKE A SOFTWARE PLAN THAT WASN'T ACCESSED? BECAUSE WHAT
8 SUPERVISOR YAROSLAVSKY IS SAYING CANNOT POSSIBLY BE TRUE,
9 BECAUSE YOU WERE DEALING WITH THESE CASES IN CIVIL SERVICE,
10 YOU WERE DEALING WITH THESE CASES AT ALL DIFFERENT LEVELS. I
11 DON'T UNDERSTAND WHAT YOU'RE SAYING. IS THERE A TECHNICALITY
12 THAT THEY WERE ON A SHEET OF PAPER AND THAT SHEET OF PAPER GOT
13 LOST SOMEWHERE, OR THAT SOFTWARE PROGRAM GOT LOST? I DON'T
14 UNDERSTAND WHAT THAT MEANS.

15

16 **JOHN SCHUNHOFF:** SUPERVISOR, THE DATABASE IN QUESTION WAS
17 CREATE A POINT IN TIME AND USED BY BOTH D.H.R. AND D.H.S.

18

19 **SUP. MOLINA:** AT A POINT IN TIME, WHEN? WHEN I PUT IN MY MOTION
20 IN AUGUST?

21

22 **JOHN SCHUNHOFF:** NO. THIS WAS CREATED SEVERAL YEARS AGO.
23 PERHAPS OTHERS CAN GIVE YOU THE EXACT DATE. BUT IT WAS CREATED
24 AND USED WHEN D.H.R. WAS IN KING WORKING WITH D.H.S. ON THE
25 VARIOUS DISCIPLINE CASES.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SUP. MOLINA:** IS THAT WHEN MIKE HENRY WAS SENT OVER BEFORE KING
3 WAS CLOSED?

4

5 **JOHN SCHUNHOFF:** THIS PRECEDED THE CLOSURE OF KING.

6

7 **SUP. MOLINA:** IS THAT WHEN MIKE HENRY WAS SENT OVER?

8

9 **JOHN SCHUNHOFF:** I DON'T KNOW THAT, SUPERVISOR.

10

11 **SUP. BURKE, CHAIR:** _____ WAS SENT ORIGINALLY.

12

13 **SUP. MOLINA:** IS THAT THE DATABASE THEY'RE TALKING ABOUT, MIKE?

14

15 **MIKE HENRY:** YES, IT IS, SUPERVISOR. IT WAS THE ONE THAT WAS
16 CREATED IN 2007. IT IS A COMPUTER DATABASE SYSTEM THAT
17 BASICALLY TRACKS THE CASES THROUGH THE DISCIPLINARY PROCESS.
18 IT PROVIDED A SUMMARY, IF YOU WILL, OF WHERE THE CASES WERE.
19 AND IT WAS IT WAS THE REPORT THAT WE USED TO REPORT TO THIS
20 BOARD.

21

22 **SUP. MOLINA:** IT WAS THAT LONG TEMPLATE THAT I HAD.

23

24 **MIKE HENRY:** CORRECT. THAT WAS THE DETAIL, CORRECT.

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. MOLINA:** THE DETAIL WAS REALLY OLD. THIS EMPLOYEE HASN'T
2 SHOWN UP SINCE 1987?

3

4 **MIKE HENRY:** THERE WAS SOME DETAIL LIKE THAT, THAT'S CORRECT.

5

6 **SUP. MOLINA:** SO, WE KEPT ASKING YOU TO REFINE IT SO WE COULD
7 UNDERSTAND ALL OF THAT TIME. AND THEN IN AUGUST, WE ASKED FOR,
8 AND MY MOTION ASKED FOR, THE VERY SPECIFIC EMPLOYEES THAT WERE
9 REALLY THE REASON FOR OUR CLOSURE. ON THE LAST DAY THAT C.M.S.
10 SHOWED UP, WE HAD SOME MAJOR MISTAKES. AND I ASKED FOR THAT TO
11 BE EXTRACTED FROM THAT LIST SO WE COULD TRACK IT SEPARATELY,
12 WHICH I HAVE. NOW, TELL ME WHAT GOT LOST OR CORRODED THAT I'M
13 UNINFORMED ABOUT.

14

15 **MIKE HENRY:** WELL, IN FEBRUARY 2007, THE SYSTEM THAT WE PUT IN
16 PLACE AT KING TO TRACK THOSE CASES WERE TURNED OVER TO THE
17 DEPARTMENT.

18

19 **SUP. MOLINA:** WHAT DEPARTMENT?

20

21 **MIKE HENRY:** THE DEPARTMENT OF HEALTH SERVICES.

22

23 **SUP. MOLINA:** WHY?

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **MIKE HENRY:** WELL, BECAUSE WE HAD FINISHED OUR WORK. WE HAD
2 GOTTEN THE CASELOAD DOWN TO ABOUT 30--

3

4 **SUP. MOLINA:** MIKE, YOU HAD NOT FINISHED YOUR WORK WITH ME, AND
5 YOU KNOW THAT. YOU KNOW THAT I WAS CRITICAL OF IT BECAUSE I
6 STILL HADN'T GOTTEN THE LATEST STATUS TEMPLATE THAT I THOUGHT
7 WASN'T SATISFYING BECAUSE IT WASN'T A GOOD TRACKING SYSTEM.
8 YOU HADN'T INVESTIGATED THE CASES. THERE WERE STILL PEOPLE WHO
9 HADN'T SHOWN UP FOR WORK SINCE 1987.

10

11 **MIKE HENRY:** IN FEBRUARY OF 2007, WE HAD WORKED THAT CASELOAD
12 DOWN TO 30. THERE WERE 30 CASES THAT WERE OUTSTANDING AT THAT
13 TIME. THE REST OF THE CASES WERE MOVING THROUGH THE SYSTEM.
14 AND OUR REPORT SHOWED THAT. AND AT THAT POINT IN TIME WE
15 TURNED IT OVER TO THE DEPARTMENT OF HEALTH SERVICES FOR THEM
16 TO CONTINUE ON.

17

18 **SUP. MOLINA:** AND THAT'S WITH THE SOFTWARE DATABASE?

19

20 **MIKE HENRY:** THAT WAS THE SOFTWARE DATABASE, CORRECT.

21

22 **SUP. MOLINA:** SO WHO DID YOU TURN IT OVER TO?

23

24 **MIKE HENRY:** IT WAS THEIR CENTRAL H.R. WE TURNED IT OVER TO--
25 ONE WAS THE H.R. STAFF AT M.L.K.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SUP. MOLINA:** WHO WAS THE H.R. DIRECTOR AT THE TIME? TRY
3 NOBODY. TRY NOBODY. YOU TURNED IT OVER TO NOBODY. THERE WAS
4 NOBODY THERE.

5

6 **MIKE HENRY:** PHIL ROCHA WAS THE ACTING PERSONNEL OFFICER THERE
7 AT KING. THAT'S WHO WE WOULD HAVE TURNED IT OVER TO. ALSO, THE
8 HOSPITAL ADMINISTRATOR THERE, AS WELL.

9

10 **SUP. MOLINA:** DR. PEEKS?

11

12 **MIKE HENRY:** NO, NOT THE MEDICAL. THE ADMINISTRATIVE PERSON.

13

14 **SUP. MOLINA:** SO, WHAT DID THEY DO? TRASH IT AT THAT TIME? WHAT
15 DID THEY DO WITH IT?

16

17 **MIKE HENRY:** I DON'T KNOW. I CAN'T TELL YOU.

18

19 **SUP. MOLINA:** WHAT DID THEY DO WITH THAT, MR. SCHUNHOFF?

20

21 **JOHN SCHUNHOFF:** WELL, THE LAST TIME THEY ACCESSED IT WAS
22 AUGUST OF 2007. BUT THE FUNCTIONING OF FOLLOWING THESE
23 DISCIPLINE CASES MOVED OVER TO THE CENTRAL H.R. FROM THAT AT
24 KING SOMEWHERE DURING THAT TIME PERIOD. AND SO THERE'S A
25 DATABASE AT CENTRAL H.R. THAT ALSO KEEPS TRACK OF.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SUP. MOLINA:** SO ALL OF THE SOFTWARE INPUTTING THAT WAS DONE
3 INTO THIS PARTICULAR PROGRAM WAS NOW TURNED AROUND AND INPUT
4 INTO THE BIG H.R. THING THAT YOU HAVE AT D.H.S.?

5

6 **JOHN SCHUNHOFF:** NO, IT WAS NOT. IT WILL NOW, BUT IT WAS NOT AT
7 THAT POINT BECAUSE IT WAS NOT MERGED. THERE WERE TWO SEPARATE
8 DATABASES, ONE FOR KING AND ONE FOR THE REST OF THE
9 DEPARTMENT.

10

11 **SUP. MOLINA:** YOU KNOW, I DON'T KNOW. I KNOW YOU WEREN'T THERE,
12 BUT MIKE KNOWS HOW INSISTENT I HAVE BEEN ABOUT GETTING THIS
13 INFORMATION. BILL FUJIOKA KNOWS HOW INSISTENT I HAVE BEEN
14 ABOUT GETTING THIS INFORMATION. IN FACT I WAS TOLD TO BACK OFF
15 A LITTLE BIT BECAUSE YOU NEEDED TO REGROUP SO WE COULD GET THE
16 INFORMATION. I DON'T FIND IT CREDIBLE, EITHER, THAT YOU'RE
17 TELLING ME OR YOU'RE TELLING THE REST OF THE SUPERVISORS, THAT
18 NOBODY ACCESSED THE INFORMATION AND SO THESE CASES WEREN'T
19 BEING WORKED ON. SO I WANT TO UNDERSTAND. YOU JUST MEANT THAT
20 THE DATABASE THAT MIKE HAD CREATED FOR YOU TO FACILITATE THE
21 PROCESS WASN'T UTILIZED. IT WAS LEFT IN SOME COMPUTER LAPTOP
22 SOMEWHERE IN D.H.S.

23

24 **JOHN SCHUNHOFF:** IT WAS NOT ACCESSED IT WAS IN THE COMPUTER
25 SYSTEM AT KING.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SUP. MOLINA:** RIGHT. NOW LET'S GO TO THE BIG DATABASE WHERE ALL
3 YOUR EMPLOYEES ARE TODAY. EVERYBODY IS WORKING ON THESE CASES,
4 RIGHT? SO WHERE DO THEY INPUT THEM?

5

6 **JOHN SCHUNHOFF:** SUPERVISOR, THAT MOTION--

7

8 **SUP. MOLINA:** WAIT, WAIT, WAIT. HE NOW HAS THEM AT D.H.S. SO
9 WHERE DO THEY GO?

10

11 **JOHN SCHUNHOFF:** THE DISCIPLINE FILES ARE AT THE CENTRAL D.H.S.
12 H.R. OFFICE, AND THEY ACCESS THOSE FILES THERE. AND THEY HAVE
13 BEEN CREATING THE DATABASE FOR--

14

15 **SUP. MOLINA:** SO WHEN I AM HAVING TO-- I'M A MANAGER AND I HAVE
16 TO GO INTO CIVIL SERVICE TO DEAL WITH WHATEVER EMPLOYEE THAT
17 WAS, I GO DOWN AND PICK UP THE FILE AT D.H.S.?

18

19 **JOHN SCHUNHOFF:** THAT'S ONE OF THE FILES YOU'D USE, YES.

20

21 **SUP. MOLINA:** NOW THERE'S MORE THAN ONE PERSONNEL FILE.

22

23 **JOHN SCHUNHOFF:** NO. SUPERVISOR--

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. MOLINA:** DO YOU KNOW HOW -- YOU KNOW, THIS IS NOT
2 APPROPRIATE. I WANT TO REMIND YOU, MR. SCHUNHOFF, AS I
3 REMINDED DR. CHERNOF, IT WASN'T THE DEPARTMENT THAT WAS
4 CRITICIZED OR PENALIZED AS A GOVERNING BOARD. IT WAS
5 OURSELVES. WE WERE DINGED BY C.M.S. AS AN IRRESPONSIBLE
6 GOVERNING BOARD IN THIS AREA. WHY? BECAUSE WE EMPOWERED THE
7 DEPARTMENT, WHICH EMPOWERS OTHER PEOPLE TO CARRY OUT THE
8 MANAGEMENT OF EMPLOYEES. NOW, MY ASSUMPTION IS THAT WE HIRE
9 GOOD PEOPLE, WE PUT GOOD PEOPLE IN PLACE. WE TRY AND GET THEM
10 SO THAT THEY KNOW WHAT KIND OF TRAINING PEOPLE SHOULD HAVE,
11 WHAT KIND OF QUALIFICATIONS, WHAT KIND OF TESTS THEY NEED TO
12 PASS AND WHAT PREPARATION NEEDS TO BE GOING ON, SO THAT
13 HOPEFULLY WHEN THEY DO GET EVALUATED, THEY KNOW ALL OF THESE
14 THINGS. AND THAT THE PERSONNEL PROCESS, WHILE IT WAS REALLY
15 SKETCHY THROUGHOUT M.L.K., THERE WERE OTHER THINGS IN THERE TO
16 BACK THIS UP, EVALUATIONS, OTHER PERFORMANCE MODELS THAT ARE
17 USED. BECAUSE SOME DAY EVENTUALLY, YOU KNOW, PARTICULARLY AT
18 MARTIN LUTHER KING, YOU HAVE TO GO AND TAKE CARE OF THIS
19 ISSUE, PARTICULARLY IF YOU ARE GOING TO DISCIPLINE AN EMPLOYEE
20 OR IF YOU'RE GOING TO TERMINATE AN EMPLOYEE AND THEY ARE GOING
21 TO GO TO CIVIL SERVICE, YOU HAVE TO HAVE YOUR DUCKS IN ORDER,
22 AS THEY SAY. SO, ARE YOU TRYING TO TELL ME, AND THIS IS WHAT I
23 WANT TO UNDERSTAND, THAT YOUR DUCKS ARE IN A BOX SOMEWHERE FOR
24 THESE DISCIPLINED EMPLOYEES AND THEY'RE NOT IN A DATABASE
25 ANYWHERE AND THEY'RE MORE THAN ONE FILE? I'M NOT SURE WHAT



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 YOU'RE TRYING TO TELL ME. THAT'S WHY I WANT TO KNOW WHO TOLD
2 YOU TO TELL US THIS STORY.

3

4 **JOHN SCHUNHOFF:** SUPERVISOR, NO ONE TOLD ME TO TELL YOU THIS
5 STORY.

6

7 **SUP. MOLINA:** YOU COULDN'T POSSIBLY HAVE KNOWN, JOHN. YOU
8 WEREN'T THERE.

9

10 **JOHN SCHUNHOFF:** I GOT INFORMATION FROM A VARIETY OF PEOPLE.

11

12 **SUP. MOLINA:** SHOULDN'T THERE BE "A" PERSON? SHOULDN'T THERE BE
13 "A" PERSON?

14

15 **JOHN SCHUNHOFF:** WE HAVE NEW DIRECTORS OF HUMAN RESOURCES. NEW
16 DIRECTOR OF DISCIPLINE, WHICH I THINK IS GOOD, BECAUSE WE WILL
17 BEGIN TO PUT SOME MORE ORDER INTO THAT FUNCTION. AND IT'S
18 THEIR JOB TO MAKE SURE THAT WE'RE UTILIZING ALL THE
19 INFORMATION WE HAVE AVAILABLE TO PURSUE THESE.

20

21 **SUP. MOLINA:** MR. FUJIOKA, I'D LIKE TO TAKE US INTO CLOSED
22 SESSION BECAUSE I HAVE THE NAMES OF THOSE EMPLOYEES. AND I'D
23 LIKE THEM IN THE INTERIM TO GO GET THOSE FILES AND BRING THOSE
24 THREE PEOPLE THAT YOU SAY ARE IN CHARGE OF H.R. AND LET'S GO
25 THROUGH THEM. BECAUSE I'M NEVER GOING TO GET THIS INFORMATION.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 AND I HAVE BEEN WAITING FOR A LONG TIME. AND YOU SAID THAT
2 YOU'RE GOING TO GO GET WHATEVER YOU'RE GOING TO GET AND THEN
3 GET BACK TO US. I'M VERY CONCERNED BECAUSE EVERY TIME WE
4 APPROACH THIS, WE HAVE A DIFFERENT STORY. AND I GUESS MY
5 INTEREST NOW IS THAT, I KNOW THESE HAVE BEEN WORKED ON. BUT IF
6 NOBODY'S TRACKING THEM-- AND I CAN'T ASK THE QUESTION ABOUT
7 THESE PEOPLE, MR. COUNTY COUNSEL, BECAUSE IT'S A PERSONNEL
8 MATTER. RIGHT? SO I HAVE TO GO INTO CLOSED SESSION FOR THIS.

9

10 **RAY FORTNER, COUNSEL:** MADAME CHAIR, SUPERVISOR MOLINA, I
11 BELIEVE YOU COULD GO INTO CLOSED SESSION. WHAT YOU'RE REALLY
12 WANTING TO ACCOMPLISH HERE IS AN EVALUATION OF A DIRECTOR'S
13 PERFORMANCE AND HOW THESE DISCIPLINARY MATTERS ARE BEING
14 HANDLED. AND THAT WOULD BE APPROPRIATE TO DO IN CLOSED
15 SESSION.

16

17 **SUP. MOLINA:** I UNDERSTAND. BUT I DON'T WANT TO GO UNDER THE
18 GUISE OF SOMETHING ELSE. I REALLY NEED TO GO IN AND ASK
19 QUESTIONS ABOUT THESE PERSONNEL ITEMS. AND I CAN'T DO IT IN A
20 PUBLIC SETTING. I WOULD VIOLATE THE PRIVACY RIGHTS.

21

22 **RAY FORTNER, COUNSEL:** I BELIEVE YOU CAN DO THAT IN GOAL
23 SETTING AND IN TRYING TO FIND OUT.

24

25 **SUP. MOLINA:** IN WHAT?



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **RAY FORTNER, COUNSEL:** IN GOAL SETTING WITH THE DIRECTOR AND
3 LEARNING WHAT HAS OCCURRED TO DO THAT. BUT THE DISCIPLINE OF
4 THESE EMPLOYEES IS FOR YOU TO GO INTO CLOSED SESSION, THE
5 EMPLOYEES MUST BE EMPLOYEES WHICH THE BOARD APPOINTS, SUCH AS
6 THE DIRECTOR. BUT WHERE THERE IS A SEPARATE APPOINTING POWER
7 UNDER THE BROWN ACT YOU, CAN'T GO INTO CLOSED SESSION ON THAT
8 BASIS. YOU CAN STILL RECEIVE THIS SAME INFORMATION, BUT UNDER-
9 -

10

11 **SUP. MOLINA:** AND THAT'S NOT GOING TO BE A PROBLEM BECAUSE IT
12 WASN'T ON THE AGENDA?

13

14 **RAY FORTNER, COUNSEL:** I THINK YOU CAN TAKE THIS DISCUSSION
15 INTO CLOSED SESSION. IT WAS ON THE AGENDA. IT SHOULD BE WHEN
16 YOU KNOW THAT THERE IS GOING TO BE A CLOSED SESSION
17 DISCUSSION, WE POST THAT ON THE AGENDA, BUT IF THERE ISN'T AN
18 ITEM ON THE PUBLIC AGENDA, I BELIEVE IT CAN BE TAKEN INTO
19 CLOSED SESSION.

20

21 **C.E.O. FUJIOKA:** WHEN I MENTIONED EARLIER ABOUT BRINGING FOLKS
22 FORWARD, I WANTED TO MAKE THE DISTINCTION BETWEEN WHAT'S ON
23 THIS DATABASE AND WHETHER OR NOT THESE CASES WERE ACTUALLY
24 BEING WORKED. AS MENTIONED BY BOTH MICHAEL AND JOHN THAT
25 THERE'S WORK BEING DONE ON THESE DISCIPLINARY ACTIONS, THERE'S



**The Meeting Transcript of
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1 ALSO INFORMATION IN A MEMO THAT WE JUST-- THE DEPARTMENT
2 RELEASED TO THIS BOARD THAT SPEAKS TO 96 INDIVIDUALS WHO ARE
3 ON LONG-TERM ABSENCE. OF THOSE INDIVIDUALS, A CONSIDERABLE
4 NUMBER HAVE EITHER BEEN-- WELL, LET ME JUST SAY THIS. THE
5 STATUS HAS BEEN ADDRESSED: 13 HAVE BEEN RETURNED TO WORK, 13
6 HAVE BEEN PUT INTO SERVICE. WE HAVE A COUPLE WHO WERE SENT OUT
7 THROUGH A MEDICAL RELEASE. WE HAVE 12 IN PROCESS RIGHT NOW.

8

9 **SUP. MOLINA:** WE DON'T KNOW WHAT THAT MEANS.

10

11 **C.E.O. FUJIOKA:** WHAT THAT MEANS IS THERE IS A CONCERN THAT THE
12 NUMBER OF INDIVIDUALS WHO ARE OFF ON LONG-TERM ABSENCE,
13 SEPARATE AND APART FROM THE DISCIPLINARY PROCESS. AND I'M JUST
14 TRYING TO GIVE YOU EVIDENCE THAT THE DEPARTMENT HAS ACTIVELY
15 WORKED THESE CASES. THEY HAVEN'T BEEN SITTING IDLE. OF THAT 96
16 TOTAL, 60 HAVE BEEN ADDRESSED. WE HAVE 36 WHO ARE OFF ON-- WHO
17 ARE TEMPORARILY OR TOTALLY DISABLED RIGHT NOW OF THE ORIGINAL
18 96 ITEMS. I'M JUST TRYING TO PROVIDE SOME INFORMATION THAT
19 SPEAKS TO THE FACT THAT THE DEPARTMENT HAS BEEN WORKING CASES,
20 WHETHER IT'S DISCIPLINE OR LONG-TERM ABSENCES, FOR EMPLOYEES
21 WHO EITHER CURRENTLY OR FORMERLY WORKED AT KING. WHICH IS NOW
22 THE KING M.A.C.C.. BUT THERE WAS A CONCERN THAT NOTHING WAS
23 BEING DONE FROM AUGUST TO THE PRESENT. AND ALTHOUGH THE
24 DATABASE IT APPEARS WASN'T ACCESSED, THERE IS INDIVIDUALS WHO
25 CAN SPEAK TO THE FACT THAT EFFORTS HAVE BEEN MADE TO ADDRESS



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 THESE DISCIPLINARY CASES. BUT IN PARTICULAR, WHAT I'M
2 PRESENTING NOW, IS THE EFFORT THAT WAS MADE TO ADDRESS THE 96
3 EMPLOYEES WHO WERE IN LONG-TERM ABSENCE.

4

5 **SUP. YAROSLAVSKY:** THOSE AREN'T THE ONLY EMPLOYEES THAT WERE
6 _____.

7

8 **C.E.O. FUJIOKA:** ABSOLUTELY NOT. THE DISTINCTION BETWEEN WHAT'S
9 DISCIPLINARY AND WHAT WAS LONG-TERM ABSENCE. THERE WERE 96 WHO
10 WERE CHARACTERIZED AS THOSE WERE OFF WORK ON LONG-TERM
11 ABSENCES. BUT THAT MATTER SPEAKS DIRECTLY TO DISCIPLINARY
12 ACTIONS, BUT IT DOES SPEAK TO THE FACT THAT THE DEPARTMENT HAS
13 BEEN ACTIVELY WORKING THESE CASES.

14

15 **SUP. YAROSLAVSKY:** WHY WAS THERE A SUMMARY SHEET DEVELOPED IN
16 THE FIRST PLACE?

17

18 **SUP. MOLINA:** THERE WAS. THAT WAS THE ONE THAT MIKE WAS DOING
19 ALL OF THAT TIME.

20

21 **SUP. YAROSLAVSKY:** WHY WAS IT-- IF THE DEPARTMENT WAS WORKING
22 IT, WHY WAS THERE A SUMMARY SHEET DEVELOPED THAT WAS NEVER
23 ACCESSED?

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **JOHN SCHUNHOFF:** IF YOU GO BACK TO THE TIMELINE, 2005 TO 2006
2 WHEN THIS DATABASE WAS BASICALLY CREATED BY MY DEPARTMENT, THE
3 DEPARTMENT, THE HEALTH SERVICES DEPARTMENT WAS NOT-- OR DID
4 NOT HAVE THAT CAPABILITY. WE CREATED IT SO THAT WE COULD
5 PROVIDE INFORMATION TO THE BOARD. AND WE DID MONTHLY REPORTS
6 UP TO FEBRUARY 2007 UTILIZING THAT DATABASE.

7

8 **SUP. YAROSLAVSKY:** WHAT HAPPENED TO 2007? YOU TURNED IT OVER TO
9 THE DEPARTMENT?

10

11 **JOHN SCHUNHOFF:** CORRECT.

12

13 **SUP. YAROSLAVSKY:** THE PURPOSE OF THE DATABASE WAS TO PROVIDE A
14 SUCCINCT SUMMARY OF THE DATA THAT THE BOARD HAD BEEN ASKING
15 FOR ABOUT THE EMPLOYEES? I NEVER ASKED FOR SPECIFIC NAMES OF
16 EMPLOYEES. I WASN'T INTERESTED IN SPECIFIC NAMES OF EMPLOYEES.
17 I CAN'T HIRE OR FIRE THE EMPLOYEES. I WANTED TO KNOW WHAT THE
18 STATISTICAL SITUATION WAS OF THOSE WHO WERE PROBLEM PEOPLE,
19 HOW MANY HAVE BEEN DISCIPLINED, HOW MANY HAVE BEEN THIS AND
20 HOW MANY HAVE BEEN THAT? THAT'S THE KIND OF THING THAT I WAS
21 ASKING FOR. I BELIEVE THAT'S THE KIND OF THING.

22

23 **JOHN SCHUNHOFF:** THAT WAS THE TYPE OF REPORT THAT WE PROVIDED
24 TO THE BOARD. IT DID NOT HAVE NAMES OF INDIVIDUALS.

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. YAROSLAVSKY:** WELL, YOU DIDN'T PROVIDE IT TO THE-- SINCE
2 AUGUST, I DON'T THINK IT WAS PROVIDED TO THE BOARD.

3

4 **JOHN SCHUNHOFF:** NO, NOT SINCE AUGUST. SO I'M BACK IN THIS
5 TIMEFRAME 2005 TO 2006.

6

7 **SUP. YAROSLAVSKY:** SO ONCE IT WAS TURNED OVER TO THE DEPARTMENT
8 OF HEALTH SERVICES, THAT INFORMATION, WAS IT ACCESSED BETWEEN
9 FEBRUARY OF '07 AND AUGUST OF '07. WAS IT EVER ACCESSED?

10

11 **JOHN SCHUNHOFF:** I DON'T KNOW.

12

13 **SUP. YAROSLAVSKY:** YOU WEREN'T IN CHARGE THEN, SO I DON'T KNOW
14 IF YOU KNOW THE ANSWER TO THAT, BUT IF YOU DO--

15

16 **JOHN SCHUNHOFF:** I DON'T KNOW THE ANSWER TO THAT, SUPERVISOR.

17

18 **SUP. YAROSLAVSKY:** OKAY, BUT WE DO KNOW THAT SINCE BETWEEN
19 AUGUST-- I APOLOGIZE, GLORIA, FOR INTERRUPTING, BUT I WANT TO
20 GET THIS OFF BEFORE I FORGET IT. BETWEEN AUGUST AND MAY, THIS
21 WASN'T ACCESSED. THIS IS THE INFORMATION, AT LEAST THIS
22 INFORMATION WOULD HAVE BEEN RESPONSIVE, IN PART, TO SOME OF
23 THE QUESTIONS THAT WERE BEING ASKED HERE. WE NEVER GOT THEM.
24 MAYBE YOU GOT MORE DETAIL. BUT THE MACRO SUMMARY, STATISTICAL
25 INFORMATION ABOUT WHAT HAPPENED HAS BEEN AN ELUSIVE TARGET FOR



The Meeting Transcript of
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1 US, AN ELUSIVE OBJECTIVE FOR US. I APPRECIATE, MR. FUJIOKA,
2 WHAT YOU SAID, THERE ARE PEOPLE WORKING IT. I HAVE NO REASON
3 TO DOUBT THEY ARE WORKING IT. BUT IF I WAS THE HEAD OF THE
4 DEPARTMENT OF HEALTH SERVICES, IF I WAS DR. CHERNOF, I'M NOT
5 GOING TO BE LOOKING AT EVERY SINGLE ONE OF THESE FILES MYSELF.
6 MAYBE I WOULD DEPENDING UPON THE CASE, BUT GENERALLY I
7 WOULDN'T LOOK AT HUNDREDS AND HUNDREDS OF FILES MYSELF. I
8 WOULD WANT TO AT LEAST AT FIRST GET A SUMMARY OF WHAT'S GOING
9 ON. APPARENTLY HE NEVER ASKED. OR IF HE ASKED, NOBODY EVER
10 ACCESSED THE DATA THAT COULD HAVE GIVEN HIM THAT SUMMARY
11 SHEET. SO WHAT PEOPLE IN THEIR OWN SILOS WERE DOING LOOKING AT
12 THE CASES IS IMPORTANT. I'M NOT MINIMIZING IT. BUT NOBODY
13 APPARENTLY, FROM WHAT I'M HEARING, NOBODY HAD THE COMPLETE
14 VIEW OF WHAT WAS GOING ON. CERTAINLY I DIDN'T-- HAVE THE
15 COMPLETE VIEW OF WHAT WAS GOING ON. I DIDN'T UNTIL A FEW DAYS
16 AGO. SO THANKS, GLORIA. I'M SORRY.

17

18 **SUP. MOLINA:** WELL LET ME ASK. I DON'T KNOW, MR. SCHUNHOFF,
19 THIS WAS A MOTION THAT WAS PASSED BY THE BOARD OF SUPERVISORS.
20 I DON'T KNOW IF ANYBODY IN THEIR STORY TELLING TO YOU TOLD YOU
21 WHAT YOU WERE SUPPOSED TO DO. IT SAID THAT YOU WERE TO REPORT
22 BACK WITH DETAILS OF THE M.L.K.-HARBOR PERSONNEL ACTIONS CITED
23 IN THE C.M.S. ACTION REPORT, WHICH WE DID GET. BUT NO STATUS.
24 WE WENT BACK AND WHEN WE GOT IT, WE SAID, "SO WHAT? NOW WE
25 DON'T KNOW WHAT'S HAPPENING WITH THESE PEOPLE. ARE YOU GOING



**The Meeting Transcript of
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1 TO TRACK THEM? WHAT ARE YOU GOING TO DO? IT WAS VERY SHORT
2 SIGHTED." THE SECOND ONE WAS, PROVIDE A WEEKLY, DETAILED
3 STATUS REPORT ON WHAT IS BEING DONE WITH EVERY EMPLOYEE AT
4 M.L.K. HARBOR, INCLUDING RECLASSIFICATION, REASSIGNMENT,
5 TERMINATIONS AND EMPLOYEES DEEMED INCOMPETENT. HAVE YOU HEARD
6 ABOUT THIS WEEKLY REPORT THAT I'M SUPPOSED TO GET?

7

8 **JOHN SCHUNHOFF:** SUPERVISOR, THERE WAS A REPORT THAT CONTINUED.
9 I'VE GOT COPIES OF SOME OF THEM WITH ME FROM THE CLOSING WHEN
10 THERE WERE APPROXIMATELY 1,500 EMPLOYEES AT KING, AS TO WHAT
11 HAPPENED TO THOSE EMPLOYEES IN THE PROCESS OF TRANSFERRING TO
12 OTHER FACILITIES, THE PROCESS OF ASSURING THEIR CREDENTIALS.
13 THERE'S A SERIES OF REPORTS THAT RELATE TO THAT WHICH STOPPED
14 AT A CERTAIN POINT IN TIME.

15

16 **SUP. MOLINA:** WHEN DID IT STOP?

17

18 **JOHN SCHUNHOFF:** I DON'T KNOW THE ANSWER. I COULD LOOK AND FIND
19 THE LAST REPORT. I THINK THE LAST ONE THAT I SAW ON THAT WAS
20 IN OCTOBER OF 2007.

21

22 **SUP. MOLINA:** SO YOU DID IT FOR FOUR WEEKS, OCTOBER, SEPTEMBER,
23 SIX WEEKS. AND THAT WAS IT. YOU KNOW, I JUST DON'T KNOW WHAT
24 TO SAY OR DO ON THIS BECAUSE, YOU KNOW, THE OTHER PART THAT
25 HAPPENS HERE IS THAT ALL OF THESE EMPLOYEES, I MEAN WHAT THEY



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1 DO IS THAT THEY-- IF WE DISCIPLINE THEM OR IF WE DO ANYTHING
2 TO THEM AT ALL, I MEAN BASICALLY NOBODY BELIEVES US. I MEAN,
3 IF THIS IS OUR SYSTEM, THEN HOW ARE WE SUPPOSED TO HAVE AN
4 EFFECTIVE DEFENSE OR EXPLANATION TO THE CIVIL SERVICE
5 COMMISSION WHEN SOMEBODY GOES IN THERE AND COMPLAINS, YOU
6 KNOW, "THEY TERMINATED ME WITHOUT REASON"? AND WE HAVE A
7 TENDENCY TO BLAME THE CIVIL SERVICE COMMISSION, BUT IF YOU'RE
8 A HEARING OFFICER THERE AND YOU'RE LISTENING TO THIS, AND I'M
9 LISTENING TO YOUR ANSWERS NOW, I WOULD SAY THAT THEY'RE NOT
10 VERY ORGANIZED TO REALLY PIN THE GOODS ON SOMEBODY IN
11 DISMISSING THEM OR DISCIPLINING THEM. I REALLY THINK THAT--
12 I'M NOW CONCERNED ABOUT ALL OF THE EMPLOYEES. THIS DEPARTMENT
13 HAS ALWAYS BEEN THE BIGGEST FAILURE WHEN IT COMES TO
14 EVALUATIONS, WHICH WE TRACK. BUT IT DOESN'T SEEM LIKE WHOEVER
15 WAS TELLING YOU THESE STORIES DOESN'T HAVE A FULL GRASP OF
16 SOME OF THESE ISSUES. NOW, I DON'T HAVE A PROBLEM WITH YOU
17 REGROUPING AND REALLY SUMMARIZING WHAT'S GOING ON, BECAUSE I
18 DON'T THINK YOU HAVE ALL THE DETAILS. AND YOU HAVE TO ASK SOME
19 OF YOUR PERSONNEL: WHY DID WE STOP DOING THIS? WHY DIDN'T WE
20 TAKE THE DATABASE THAT MIKE HENRY-- WHAT HAPPENED? SO WHAT IF
21 SOMEBODY IS ACTING, THEY STILL HAVE RESPONSIBILITIES. THEY
22 JUST DON'T COME IN AND THE WORLD STARTS THE DAY THAT THEY
23 ARRIVE. NOW I'D LIKE A RECOMMENDATION FROM BOTH OF YOU AS TO
24 HOW I, AS THE GOVERNING BOARD, SHOULD HANDLE THIS. BECAUSE I
25 THINK AT THE END OF THE DAY, IT REALLY DOES MERIT MY TALKING



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 ABOUT THE DEPARTMENT HEADS' EVALUATION. OR PLURAL. SO HOW
2 SHOULD I HANDLE THIS? SHOULD I JUST WAIT UNTIL YOU SPEND THE
3 NEXT COUPLE OF MONTHS PUTTING TOGETHER ANOTHER DATABASE?
4 SHOULD I WAIT UNTIL YOU TELL ME ANOTHER STORY? WHAT SHOULD I
5 DO?

6

7 **JOHN SCHUNHOFF:** SUPERVISOR, I THINK YOU SHOULD ASK US TO
8 REPORT BACK ON AND WORK WITH D.H.R. TO REPORT BACK ON
9 SPECIFICALLY HOW THESE CASES HAVE BEEN HANDLED.

10

11 **SUP. MOLINA:** CAN I HAVE IT ON FRIDAY?

12

13 **JOHN SCHUNHOFF:** SURE.

14

15 **SUP. MOLINA:** SURE, I CAN HAVE IT ON FRIDAY. SO FRIDAY I'LL GET
16 ANOTHER TALLY.

17

18 **SUP. YAROSLAVSKY:** GET WHAT ON FRIDAY?

19

20 **SUP. MOLINA:** WE NEED TO KNOW WHAT HAPPENED TO THESE EMPLOYEES.
21 IT'S A QUESTION WE ASK FROM DAY ONE. THESE ARE SUPPOSEDLY AT
22 M.L.K., WE HAVE THESE EMPLOYEES THAT DIDN'T PASS TESTS, WERE
23 IMPROPERLY ASSIGNED, MANAGERS WHO WEREN'T MANAGING, ALL OF
24 THESE ISSUES GOING ON. THIS DIDN'T HAPPEN BECAUSE THE COUNTY
25 DIDN'T PROVIDE RESOURCES FOR THE HOSPITAL. WE WERE PUTTING IN



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 MILLIONS AND MILLIONS OF DOLLARS. I MEAN, THIS WAS PERSONNEL
2 PROBLEMS, AT DOCTOR LEVELS, REGISTRY LEVELS, ALL MANAGEMENT
3 LEVELS. SO WE NEED TO KNOW -- AND THERE WERE OF COURSE THE
4 C.M.S. EMPLOYEES, THOSE THAT DAY IN AUGUST, THE DAY, THE FINAL
5 DAY, THEY SCREWED UP. AND I WANT TO KNOW WHAT HAPPENED TO
6 THEM. BUT THERE'S A WHOLE SERIES OF EMPLOYEES. EMPLOYEES WHO
7 WEREN'T SHOWING UP, EMPLOYEES WHO WERE RIPPING OFF STUFF,
8 EMPLOYEES WHO WEREN'T WORKING EIGHT HOURS A DAY. ALL KINDS OF
9 ISSUES. THOSE ARE THE EMPLOYEES WE WERE ASKING TO BE TRACKED.
10 AND THAT'S WHEN I DID THAT MOTION AND I ASKED FOR THAT REPORT.
11 WHEN IT ENDED IN OCTOBER, WHAT HAPPENED TO IT? I MEAN, I KNOW
12 THAT ONE OF THE THINGS IS I WAS GETTING CONSTANTLY ASSURANCE
13 FROM MR. FUJIOKA THEY WERE SENDING IN A TEAM TO GO IN AND
14 SCRUB THOSE FILES, GOING IN THERE TO FIGURE OUT WHAT WAS GOING
15 ON, GOING IN THERE TO SORT IT OUT. MY CONCERN IS DID THAT MEAN
16 THAT YOU NO LONGER HAD ANY RESPONSIBILITY FOR IT? THAT THEY
17 WEREN'T YOUR EMPLOYEES AND YOU WEREN'T MONITORING WHAT WAS
18 GOING ON? THAT YOU WEREN'T HANDLING THEM THE AT CIVIL SERVICE?
19 I JUST DON'T KNOW WHAT TO UNDERSTAND OR MAKE OF THIS. BECAUSE
20 MY JOB, HONESTLY, IS NOT TO MICROMANAGE. MY JOB IS TO TRUST
21 YOU ALL. AND YOU'RE SUPPOSED TO TELL ME WHAT YOU'RE DOING. BUT
22 I GOT TO TELL YOU, WHEN THE "L.A. TIMES" IS TELLING ME WHAT'S
23 GOING ON WITH THESE EMPLOYEES, I'M CONCERNED. I WOULD THINK
24 THAT AN EMPLOYEE WHO HAS BEEN ASSIGNED TO MONITOR A PATIENT IS
25 NOT ALLOWED TO SLEEP DURING THAT PERIOD OF TIME. BUT I FOUND



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1 OUT WHAT THE DISCIPLINE WAS IN THE L.A. TIMES, NOT FROM YOU
2 ALL.

3

4 **JOHN SCHUNHOFF:** SUPERVISOR, I THINK THERE ARE TWO ISSUES. ONE
5 IS THE DISCIPLINARY AND WHAT HAPPENED WITH THE EMPLOYEES THAT
6 WERE DISCIPLINED DURING THE TIME FRAME OF THE REPORTS THAT I
7 CAN SPEAK TO UP TO FEBRUARY 2007. THE OTHER WAS YOUR MOTION
8 THAT YOU BROUGHT EARLY SUMMER. I THINK IT WAS IN JUNE, MAY OR
9 JUNE. AND THAT TEAM THAT WENT OUT ACTUALLY LOOKED AT EVERY
10 INDIVIDUAL FOLDER, PERSONNEL JACKET, IF YOU WILL, TO MAKE SURE
11 THAT THEY WERE UPDATED AND THAT THE INDIVIDUALS HAD PASSED
12 THEIR PROBATION OR HAD A COMPETENT PERFORMANCE EVALUATION. AND
13 THAT WAS DONE AS A SNAPSHOT TO SEE WHERE THOSE EMPLOYEES WERE
14 AT THAT POINT IN TIME. AND THAT'S THE REPORT THAT YOU HAVE.
15 THEY'RE KIND OF TWO DIFFERENT REPORTS.

16

17 **SUP. MOLINA:** NO, THERE'S NO DOUBT. THAT'S WHY WE KEPT
18 CLARIFYING WHAT WE NEEDED TO DO. FIRST OF ALL, WHEN WE WERE
19 CLOSED, I WANTED TO FIND OUT THOSE PEOPLE, WHICH IS THE C.M.S.
20 PEOPLE, ALL OF THE PEOPLE WHO VIOLATED THAT DAY. AND THIS
21 ENDED AND IT DIDN'T COME BACK, AND WE DON'T KNOW WHAT
22 HAPPENED. NOW, THE ISSUE IS, THAT THERE WAS SOME DISCIPLINE
23 THAT WAS DEMONSTRATED TO ME. BUT I DON'T KNOW IF THEY WENT ON
24 TO CIVIL SERVICE AND YOU COULDN'T FIX-- YOU KNOW, YOU COULDN'T
25 MAKE IT STICK AND THEY'RE BACK ON THE JOB. NOBODY'S EVER



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1 INFORMED ME OF THAT EXCEPT THE "L.A. TIMES." SO THAT STATUS
2 REPORT IS MISSING IN ACTION, RIGHT? AND THEN THERE'S THE OTHER
3 ISSUE WHICH IS THE REPORT I ASKED FOR IN AUGUST, WHICH IS THE
4 ONE-- NOW WE'RE GOING TO TAKE ALL OF THESE EMPLOYEES AND FLUSH
5 THEM THROUGH OUR SYSTEM. RIGHT?

6

7 **JOHN SCHUNHOFF:** CORRECT.

8

9 **SUP. MOLINA:** AND I SAID BEFORE WE DO THAT, WE WANT TO MAKE
10 SURE AND WE WANT TO FOLLOW UP ON EACH OF THESE EMPLOYEES. NOW
11 IT COULDN'T HAVE ENDED IN OCTOBER. THAT'S WHAT WE NEED TO FIND
12 OUT. AND IF IT DID, WHY? BECAUSE THAT AT CERTAIN POINTS IN
13 TIME, AND IT'S AS EXHAUSTING AS I AM GOING THROUGH NOW, I WAS
14 ASKED FOR THIS INFORMATION AND I WAS TOLD CONSTANTLY THAT
15 THERE WAS SOME RED TEAM THAT WAS GOING IN TO FLUSH ALL THIS
16 OUT. NOW I TAKE IT THAT IT WOULD WORK IN CONCERT. AND I DIDN'T
17 LOOK AT THE DETAILS, WHETHER THEY WORKED WITH YOU, MIKE, OR
18 WHETHER THEY WORKED WITH THE H.R. PEOPLE. I DON'T CARE THIS
19 THEY'RE NEW PEOPLE THAT COME IN. THE TASK SHOULD HAVE BEEN THE
20 SAME, IT SHOULDN'T HAVE CHANGED. THE BOARD WANTS TO KNOW WHAT
21 HAPPENED TO THESE EMPLOYEES. SOMEBODY'S GOT TO BE WORKING ON
22 IT. THAT'S THE TRUST I'M SUPPOSED TO HAVE. SO I DON'T KNOW,
23 BILL, HOW YOU WANT TO APPROACH THIS. I'M EXHAUSTED CONSTANTLY
24 OF TRYING TO FIGURE OUT. BUT IT DOES MAKE ME NERVOUS BECAUSE
25 MY RESPONSIBILITY IS NOT TO GO OVER AND LOOK AT EMPLOYEE



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1 JACKETS. BUT I CAN DO THAT. I MEAN, IF THAT'S WHAT IT TAKES. I
2 DON'T THINK THAT'S EFFICIENT FOR ANYBODY. BUT I'M SUPPOSED TO
3 RELY ON PEOPLE THAT WE EMPOWER TO DO THIS, TO GIVE US A STATUS
4 REPORT, BECAUSE I REALLY DON'T APPRECIATE HEARING FROM WITHIN
5 THE L.A. TIMES THAT OUR DATABASE HAS BEEN CORRODED OR NOBODY
6 PAID ATTENTION TO IT OR WE LOST IT AND IT'S UP AGAIN. I JUST
7 THINK THIS IS SOMETHING THE DEPARTMENT-- PARTICULARLY WHEN
8 WE'VE BEEN SO INTENSELY FOLLOWING IT. SO WHAT DO WE DO?

9

10 **C.E.O. FUJIOKA:** THE DEPARTMENT HAS OFFERED TO PROVIDE YOU AN
11 UPDATE BY THIS FRIDAY, OR AT LEAST, MADE A _____ OFFER,
12 COMMITMENT TO PROVIDE THE INFORMATION BY FRIDAY. THERE IS ALSO
13 A SERIES OF REPORTS THAT WERE SUBMITTED SUBSEQUENT TO YOUR
14 MOTION. INITIALLY ON A WEEKLY BASIS AND SUBSEQUENTLY I BELIEVE
15 ON A MONTHLY BASIS FOR A PERIOD OF TIME. WE CAN PUT ALL THAT
16 INFORMATION TOGETHER AND PROVIDE IT TO EACH OFFICE.

17

18 **SUP. MOLINA:** AND WHAT DO YOU THINK IT WILL SHOW US? IT'S GOING
19 TO SHOW US THAT EVALUATIONS WERE DONE, WHERE THIS EMPLOYEE IS
20 AT, RIGHT? THAT THEY HAVE BEEN EVALUATED SINCE AS FAR AS
21 COMPETENCE? OR THAT THEY'VE GONE TO A DISCIPLINARY PROCESS AND
22 THAT THAT WAS HELD UP BY CIVIL SERVICE OR NOT? IT'S GOING TO
23 SHOW ALL OF THESE THINGS?

24



**The Meeting Transcript of
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1 **JOHN SCHUNHOFF:** SUPERVISOR, IN THE MEMO THAT I SENT THE BOARD
2 YESTERDAY, THAT IS WHAT WE INDICATED WE WILL PROVIDE BY THE
3 END OF THE MONTH. IT WILL TAKE, TO PULL IN THE INFORMATION
4 ABOUT THE COMPETENCY, WHERE THE EMPLOYEE IS NOW, SAY THAT
5 PERSON WAS TRANSFERRED TO L.A.C.-U.S.C., WE HAVE TO GO AND
6 VERIFY THAT THAT PERSON HAS NOT HAD ANY FURTHER DISCIPLINE
7 THERE, THAT THAT PERSON HAS A COMPETENT EVALUATION AND PULL
8 THAT TOGETHER. WE'LL DO AS MUCH OF THAT AS WE CAN BY FRIDAY.

9

10 **SUP. MOLINA:** SO WHAT DO YOU PLAN?

11

12 **JOHN SCHUNHOFF:** BUT WE WILL CERTAINLY GIVE YOU THE STATUS AS
13 WE KNOW IT OF WHERE THOSE 1500 PEOPLE ARE. AND THEN I WOULD
14 ALSO POINT OUT THAT THE SPREADSHEET THAT YOU HAVE THERE
15 INCLUDES-- THAT'S A SPECIFIC THING THAT HAS TO DO WITH THE
16 C.M.S. VIOLATIONS THAT LED TO THE CLOSURE. AND THAT INCLUDES
17 REGISTRY PEOPLE. IT INCLUDES CONTRACT PHYSICIANS AS WELL AS
18 EMPLOYEES. AND WE WILL GIVE YOU A STATUS REPORT ON THAT. BUT
19 IT WILL BE A DIFFERENT SORT OF REPORT BECAUSE OF THE-- BECAUSE
20 OF SEVERAL OF THE PROTECTIONS THAT ARE INVOLVED WITH SOME OF
21 THE LICENSED PERSONNEL.

22

23 **SUP. MOLINA:** PROTECTIONS IN WHAT REGARD? WHAT DO YOU MEAN?
24 WHAT PROTECTIONS?

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **JOHN SCHUNHOFF:** ISSUES ABOUT MEDICAL STAFF.

2

3 **SUP. MOLINA:** WHAT? I'M THEIR EMPLOYER. I CAN'T KNOW? THIS IS
4 NOT FOR PUBLIC CONSUMPTION.

5

6 **JOHN SCHUNHOFF:** NO. WHAT I MEANT WAS IT WON'T BE TRANSMITTED
7 AS A PUBLIC MEMO TO THE BOARD.

8

9 **SUP. MOLINA:** ABSOLUTELY. I WOULDN'T WANT YOU TO DO IT. I MEAN,
10 I CAN'T EXPECT YOU TO DO THAT. THERE IS NO REASON WHY I
11 SHOULDN'T KNOW.

12

13 **C.E.O. FUJIOKA:** IT WILL BE TRANSMITTED, JUST NOT AS A PUBLIC
14 DOCUMENT. WE WILL PROVIDE THAT INFORMATION TO THE BOARD.
15 THERE'S 1500-- I THINK HE SAID 1500 THAT MAY HAVE BEEN
16 REASSIGNED TO OTHER--

17

18 **JOHN SCHUNHOFF:** NO, 1500 WERE AT KING WHEN IT CLOSED. ABOUT
19 500 OF THOSE WERE--

20

21 **C.E.O. FUJIOKA:** 5 OR 600 WERE REASSIGNED.

22

23 **SUP. BURKE, CHAIR:** 567 WERE TRANSFERRED.

24



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1 **C.E.O. FUJIOKA:** YEAH, BUT THERE ARE A NUMBER WHO HAVE NO
2 ISSUES WHATSOEVER, AND THOSE I WOULD THINK, WE SHOULD FOCUS
3 ON, ARE THOSE WHO, WHERE THERE WERE SOME CONCERNS.

4

5 **SUP. BURKE, CHAIR:** MAY I JUST GET CLARIFICATION FOR WHAT WE'RE
6 GOING TO FIND OUT?

7

8 **SUP. MOLINA:** BUT ALSO THOSE EMPLOYEES THAT ARE THERE RIGHT
9 NOW?

10

11 **SUP. BURKE, CHAIR:** WHAT WE'RE GOING TO GET INFORMATION ON, OF
12 THE 567 WHO WERE TRANSFERRED. NOW OF THOSE 567, ALL OF THEM,
13 ACCORDING TO YOUR MEMO, WERE GIVEN EXAMS OR EVALUATED ON THEIR
14 RECEIVING HOSPITALS THAT YOU LIST HERE, IS THAT CORRECT?

15

16 **JOHN SCHUNHOFF:** THOSE WHO WERE CLINICAL PERSONNEL, CORRECT.

17

18 **SUP. BURKE, CHAIR:** THAT WERE, PARDON ME?

19

20 **JOHN SCHUNHOFF:** CLINICAL.

21

22 **SUP. BURKE, CHAIR:** CLINICAL, WERE ALL EVALUATED. NOW ARE YOU
23 ASKING FOR CLINICAL AND NONCLINICAL EMPLOYEES?

24



**The Meeting Transcript of
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1 **SUP. MOLINA:** I'M ASKING FOR EVERY ONE WHO IS PAID BY THE
2 COUNTY, WHETHER THEY'RE REGISTRY, WHETHER THEY'RE PART-TIME,
3 FULL-TIME, EVERY TIME, ANY TIME.

4

5 **SUP. BURKE, CHAIR:** THE INFORMATION WOULD BE AS IT RELATES TO
6 CLINICAL AND NONCLINICAL. NOW I DON'T KNOW ON THE REGISTRY,
7 YOU PROBABLY HAVE TO GET THAT-- IF THEY'RE NO LONGER WORKING
8 FOR THE COUNTY--

9

10 **SUP. MOLINA:** YOU DON'T KNOW THAT. THEY MIGHT BE AT U.S.C.

11

12 **SUP. BURKE, CHAIR:** OR IF THEY ARE WORKING. IF THEY ARE WORKING
13 FROM THE COUNTY, YOU WILL HAVE TO GET IT FROM THAT REGISTRY.
14 NOW, OF THOSE EMPLOYEES WHO ARE STILL AT KING, ALL OF THOSE, I
15 WANT TO BE VERY CLEAR, ALL OF THOSE HAVE BEEN EVALUATED, AND
16 NONE OF THOSE ARE PEOPLE WHO HAD DISCIPLINARY PROBLEMS, IS
17 THAT CORRECT?

18

19 **SUP. MOLINA:** NO. BECAUSE THE L.A. TIMES SAID DIFFERENTLY.

20

21 **JOHN SCHUNHOFF:** NO. THEY WERE EVALUATED. BUT THERE ARE PEOPLE
22 AT KING WHO HAD DISCIPLINARY PROBLEMS.

23

24 **SUP. BURKE, CHAIR:** AND WHAT HAS HAPPENED WITH THOSE PEOPLE?

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **JOHN SCHUNHOFF:** THEIR DISCIPLINE HAS BEEN PURSUED. IF THEY
2 APPEALED IT THROUGH THE CIVIL SERVICE COMMISSION, IT WAS
3 PURSUED THROUGH THE CIVIL SERVICE COMMISSION. IF NOT, THE
4 DISCIPLINE IS PART OF THEIR RECORD. AS THEY CONTINUE TO BE
5 EVALUATED AT KING.

6

7 **C.E.O. FUJIOKA:** AND TO MAKE THAT CLEAR, A DISCIPLINARY ISSUE
8 RUNS A GAMUT FROM COUNSELING TO POTENTIAL DISCHARGE.

9

10 **SUP. BURKE, CHAIR:** LATE TWO OR THREE TIMES, IT'S A
11 DISCIPLINARY ISSUE ISN'T IT?

12

13 **C.E.O. FUJIOKA:** THERE COULD BE A REPRIMAND ON RECORD OR A
14 SHORT-TERM SUSPENSION. IF THAT PERSON WAS DISCIPLINED AND
15 SUBSEQUENTLY HAD NO PROBLEMS, THEN THE PERSON IS ESSENTIALLY
16 DOING THEIR JOB.

17

18 **SUP. BURKE, CHAIR:** IS THERE ANY WAY TO DIFFERENTIATE BETWEEN
19 THOSE THINGS THAT ARE THE TYPE OF LATE TWICE, AS A RESULT YOU
20 HAVE A DISCIPLINARY ISSUE, FROM THOSE THINGS THAT ARE ACTUALLY
21 VERY SERIOUS DISCIPLINARY CONCERNS? IS THERE ANY WAY TO
22 DIFFERENTIATE THOSE? OR CAN YOU INDICATE IN YOUR REPORT BACK
23 IN TERMS OF THE TYPE OF DISCIPLINE THAT IT WAS? BECAUSE IF YOU
24 SEND BACK A LIST OF PEOPLE AND SAY THESE PEOPLE ALL HAD
25 DISCIPLINE ISSUES, IT MIGHT BE YOU CAN'T TELL WHAT KIND OF



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1 DISCIPLINARY ISSUE IT MIGHT BE. IT MIGHT BE A PERSON WHO TYPES
2 AND MAKES A LOT OF ERRORS. AND THEN THEY TOOK AN EXAM AND THEY
3 AREN'T MAKING THOSE ERRORS. THERE SHOULD BE SOME INDICATION SO
4 YOU CAN EVALUATE. BECAUSE THIS WHOLE BIG DISCIPLINARY ISSUE
5 CATEGORY CAN BE SOMETHING THAT'S VERY SERIOUS. AND I WOULD
6 HOPE THAT NONE OF THOSE PEOPLE WHO DID SERIOUS THINGS ARE AT
7 KING STILL. I GOT THE IMPRESSION THAT NONE OF THEM WERE THERE.
8 IT MAY BE A PERSON WHO FAILED AN EXAM ONCE AND THEN LATER TOOK
9 THE EXAM. I THINK WE NEED TO KNOW WHAT THEY ARE. JUST FOR YOU
10 TO THROW OUT THIS REPORT IN ORDER TO SATISFY AND AT THE SAME
11 TIME NOT GIVE SOME CLEAR INFORMATION, I THINK IS GOING TO BE
12 UNFAIR TO THOSE PEOPLE WHO MAY NOT HAVE BEEN THE ONES WHO WERE
13 RESPONSIBLE FOR SOME OF THE PROBLEMS. SO I DO THINK YOU HAVE
14 TO DIFFERENTIATE THE TYPE OF DISCIPLINE. YOU HAVE TO INDICATE
15 WHAT HAS HAPPENED SINCE AND WHETHER THAT'S AT KING OR WHEN
16 THEY WENT TO ANOTHER FACILITY. NOW IN YOUR REPORT HERE, YOU
17 SAY THAT THE NEW FACILITY HAS TO CONTINUE TO GIVE THEM
18 COMPETENCY EXAMS, IS THAT WHAT YOU SAY HERE?

19

20 **JOHN SCHUNHOFF:** CORRECT.

21

22 **SUP. BURKE, CHAIR:** AND YOU HAVE THAT INFORMATION, THEN?

23

24 **JOHN SCHUNHOFF:** FOR CLINICAL PERSONNEL, EACH PERSON WHO WAS
25 TRANSFERRED WOULD HAVE RECEIVED AN INCOMING COMPETENCY EXAM.



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The Los Angeles County Board of Supervisors**

1 AND THEN THEY WOULD BE SUBJECT FOR REGULAR PERSONNEL
2 EVALUATIONS. BUT FOR NONCLINICAL--

3

4 **SUP. BURKE, CHAIR:** BUT I GUESS WHAT THE ISSUE IS, WHEN THEY GO
5 TO THE NEW FACILITY, THEIR FILE GOES WITH THEM TO THE NEW
6 FACILITY.

7

8 **JOHN SCHUNHOFF:** CORRECT.

9

10 **SUP. BURKE, CHAIR:** SO YOU DON'T-- AT THIS POINT DO YOU HAVE A
11 MECHANISM OF WHERE YOU GET THAT INFORMATION FROM THE NEW
12 FACILITY? I GUESS THIS IS WHAT THE WHOLE COMPUTER THING WOULD
13 HAVE DONE IF IT WORKED. IT WOULD HAVE KEPT-- THE NEW FACILITY
14 WOULD HAVE CONTINUED TO GIVE INFORMATION ON THAT EMPLOYEE. BUT
15 THAT'S NO LONGER THERE. YOU'RE DEALING WITH A SUMMARY SHEET
16 THAT IS NOT UP-TO-DATE. IS THAT WHAT THE ISSUE IS?

17

18 **JOHN SCHUNHOFF:** SUPERVISOR, I THINK THAT THE-- BECAUSE THIS
19 WAS A DISCIPLINE DATA FILE, THAT UNLESS THE EMPLOYEE RAN INTO
20 TROUBLE AT THE NEW FACILITY, THAT THERE WOULD NOT NECESSARILY
21 BE NEW INFORMATION ENTERED INTO THIS PARTICULAR DATABASE,
22 RELATIVE TO THAT EMPLOYEE. BUT IN THE PERSONNEL FILE OF THE
23 INDIVIDUAL WILL BE THE INFORMATION ABOUT RECENT PERSONNEL
24 EVALUATIONS AND IF THERE WAS DISCIPLINE, THEN THAT WILL BE IN
25 THE DISCIPLINE FILE.



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1

2 **SUP. BURKE, CHAIR:** AND THAT DISCIPLINE FILE IS AT THE NEW
3 FACILITY, IS THAT CORRECT?

4

5 **JOHN SCHUNHOFF:** THE DISCIPLINE FILE ITSELF IS AT THE HUMAN
6 RESOURCES.

7

8 **SUP. BURKE, CHAIR:** HUMAN RESOURCES HAS AN UPDATED ONE? OR JUST
9 THAT ONE PRIOR TO THE TIME THEY TRANSFERRED TO ANOTHER
10 FACILITY?

11

12 **JOHN SCHUNHOFF:** THEY SHOULD HAVE IN THE PAPER FILE ALL THE
13 RECORD OF THE DISCIPLINE THAT THAT EMPLOYEE HAS HAD.

14

15 **SUP. BURKE, CHAIR:** ON THAT DISCIPLINE. WHAT ABOUT FUTURE
16 DISCIPLINES?

17

18 **JOHN SCHUNHOFF:** WELL WHEN FURTHER DISCIPLINE OCCURS, THE
19 DISCIPLINE WOULD INITIALLY GO INTO THE DISCIPLINE FILE. ONCE
20 IT'S RESOLVED, FOR INSTANCE, IF THE SUSPENSION IS UPHELD, THE
21 SUSPENSION GOES INTO THE PERSONNEL FILE. SO THERE WOULD BE
22 INFORMATION ABOUT THE DISCIPLINE IN TWO DIFFERENT PLACES, ONCE
23 IT'S RESOLVED.

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. BURKE, CHAIR:** SO IT WOULD BE BOTH IN THE HUMAN RESOURCES
2 FILE AS WELL AS IN THE NEW FACILITY FILE.

3

4 **JOHN SCHUNHOFF:** CORRECT.

5

6 **SUP. BURKE, CHAIR:** SO THERE ARE TWO PERSONNEL FILES.

7

8 **SPEAKER:** NO. THERE'S ONE OFFICIAL PERSONNEL FILE FOR AN
9 INDIVIDUAL.

10

11 **SUP. BURKE, CHAIR:** AND THAT IS WHERE?

12

13 **JOHN SCHUNHOFF:** THAT IS AT HUMAN RESOURCES.

14

15 **SUP. BURKE, CHAIR:** WHAT IS AT THE NEW FACILITY?

16

17 **JOHN SCHUNHOFF:** INFORMATION ABOUT THAT EMPLOYEE WHICH WOULD BE
18 PART OF THE PERSONNEL FILE BUT IT WOULD NOT NECESSARILY BE THE
19 ENTIRE PERSONNEL FILE.

20

21 **SUP. BURKE, CHAIR:** THAT PORTION, THOUGH, IS THAT SENT TO HUMAN
22 RESOURCES ON A REGULAR BASIS? OR WHAT IS THE SCHEDULE ON THAT?

23

24 **JOHN SCHUNHOFF:** EVERY TIME THERE'S SOMETHING THAT SHOULD GO
25 INTO THE PERSONNEL FILE, IT SHOULD BE SENT TO HUMAN RESOURCES.



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1

2 **SUP. BURKE, CHAIR:** WHETHER THAT'S A GOOD EVALUATION OR BAD
3 EVALUATION.

4

5 **JOHN SCHUNHOFF:** EXACTLY.

6

7 **SUP. BURKE, CHAIR:** THIS IS DONE HOW OFTEN?

8

9 **JOHN SCHUNHOFF:** WELL, IT'S ON A FLOW BASIS THROUGHOUT THE
10 YEAR. EVALUATIONS ARE DONE A CERTAIN NUMBER OF TIMES.

11

12 **SUP. BURKE, CHAIR:** IT SHOULD BE UP TO DATE ON A BASIS OF
13 WITHIN TWO OR THREE MONTHS.

14

15 **JOHN SCHUNHOFF:** CORRECT.

16

17 **SUP. BURKE, CHAIR:** THAT WOULD BE THE FILES WITHIN HUMAN
18 RESOURCES.

19

20 **JOHN SCHUNHOFF:** CORRECT.

21

22 **SUP. BURKE, CHAIR:** I JUST WANTED TO BE CLEAR ON WHAT THE
23 REPORT WOULD BE AND ALSO EXACTLY, THERE SEEMED TO BE SOME
24 INCONSISTENCY IN MATERIALS OF THE PROCESS.

25



**The Meeting Transcript of
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1 **C.E.O. FUJIOKA:** FOR MOST OF OUR LARGE DEPARTMENTS THAT HAVE
2 MULTIPLE LOCATIONS, WHETHER IT'S PUBLIC WORKS, I.S.D.,
3 SHERIFF'S DEPARTMENT, YOU WILL FIND TWO FILES. THERE'S THE
4 OFFICIAL PERSONNEL FILE THAT SHOULD INCLUDE ALL RECORDS.
5 THAT'S A BASIC REQUIREMENT. THERE IS ALSO A UNIT FILE THAT
6 WILL BE KEPT AT THE PERSON'S PRIMARY WORK LOCATION. THAT IS
7 NOT AN UNUSUAL PRACTICE FOR ANY LARGE ORGANIZATION. IT'S FOUND
8 THROUGHOUT OUR COUNTY. IT'S FOUND AT ANY LARGE MUNICIPALITY.
9 IT'S A PRACTICE THAT'S BEEN IN EXISTENCE FOR YEARS BECAUSE
10 THAT SUPERVISOR IN THAT PARTICULAR UNIT SHOULD HAVE A UNIT
11 FILE THAT HAS INFORMATION THAT HE OR SHE CAN REFER TO IN
12 EVALUATING THAT PERSON'S PERFORMANCE THROUGHOUT THE YEAR.
13 BECAUSE IT COULD BE A SERIES OF DOCUMENTS THAT SHOULD BE
14 REVIEWED AND APPROPRIATELY INCORPORATED IN THE ANNUAL
15 PERFORMANCE EVALUATION. AND THAT EVALUATION ITSELF WOULD THEN
16 BE SENT FORWARD, COPIES KEPT IN THE UNIT FILE, BUT THEN SENT
17 FORWARD TO THE OFFICIAL PERSONNEL FILE THAT'S KEPT IN A
18 CENTRAL LOCATION. YOU'LL HAVE THAT STRUCTURE THROUGHOUT THE
19 ENTIRE COUNTY.

20

21 **SUP. BURKE, CHAIR:** NOW LET ME CLARIFY SOMETHING ON THE
22 EMPLOYEES WHO ARE STILL AT KING. THEIR UNIT FILE, AS YOU CALL
23 IT, IS AT KING AND SHOULD HAVE UPDATED INFORMATION ON THEM AS
24 IT RELATES TO THAT PERIOD SINCE THEIR FILE WAS TRANSFERRED TO
25 HUMAN RESOURCES, OR THE DATA WAS TRANSFERRED TO HUMAN



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1 RESOURCES. BUT IT SHOULD HAVE BEEN TRANSFERRED ON A REGULAR
2 BASIS.

3

4 **JOHN SCHUNHOFF:** CORRECT.

5

6 **SUP. BURKE, CHAIR:** DO WE KNOW WHETHER THAT IS HAPPENING AT
7 KING?

8

9 **JOHN SCHUNHOFF:** WELL, THE TEAM, THE C.E.O. AND D.H.S. TEAM
10 THAT IS IN WORKING AT KING RIGHT NOW IS EVALUATING ALL OF THE
11 FILES OF ALL OF THE EMPLOYEES WHO ARE AT KING AS PART OF THE
12 PROCESS RELATED TO THE RESTRUCTURING OF KING MACK.

13

14 **SUP. BURKE, CHAIR:** AS OF MARCH, IT WAS 61 PERCENT COMPLETED IN
15 EVALUATIONS AT KING. THAT'S THROUGHOUT? THROUGHOUT.

16

17 **SUP. MOLINA:** THIS DEPARTMENT HAS BEEN THE WORST AT
18 EVALUATIONS.

19

20 **MIKE HENRY:** YES, THAT'S CORRECT. THE DEPARTMENT OF HEALTH
21 SERVICES, I THINK THEY ARE RIGHT AROUND 79 PERCENT COMPLETION
22 ON THE PERFORMANCE EVALUATIONS.

23

24 **SUP. BURKE, CHAIR:** AT U.S.C. IT'S 51 PERCENT, AT KING IT'S 60
25 PERCENT. SO I GUESS I'M TRYING TO FIND OUT HOW YOU'RE GOING TO



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1 DO THIS REPORT. HOW YOU'RE GOING TO BE ABLE TO PUT IT
2 TOGETHER. THESE ARE GOING TO HAVE TO BE BROUGHT UP-TO-DATE.

3

4 **JOHN SCHUNHOFF:** MM-HMM. SUPERVISOR, THAT'S WHY I INDICATED
5 THAT THE SPECIFICS OF GOING TO EACH OF THE FILES AND
6 DETERMINING FOR EACH OF THE PERSONS WHO TRANSFERRED FROM KING
7 WHAT THEIR CURRENT EVALUATION IS AT THEIR NEW SITE, WILL TAKE
8 SOME GOING TO THE VARIOUS FILES TO ASCERTAIN THAT THE
9 EVALUATION IS THERE. AND THEN THAT IT'S COMPETENT.

10

11 **SUP. BURKE, CHAIR:** AND WHAT YOU'VE ASKED IS THAT ALL OF THE
12 DELINQUENT PERFORMANCE EVALUATIONS BE SENT BY TUESDAY, JULY
13 15TH.

14

15 **JOHN SCHUNHOFF:** CORRECT.

16

17 **SUP. BURKE, CHAIR:** SO AT THAT POINT, YOU SHOULD BE ABLE TO BE
18 ABLE TO DETERMINE WHAT THE PERSON'S RECORD IS, WHERE THEY WENT
19 OR IF THEY STAYED AT KING?

20

21 **JOHN SCHUNHOFF:** CORRECT. WE KNOW IF THEY STAYED AT KING OR
22 NOT. THE ISSUE IS ANY OTHER--

23

24 **SUP. BURKE, CHAIR:** ALL OF THE FACILITIES.

25



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1 **JOHN SCHUNHOFF:** YES.

2

3 **SUP. BURKE, CHAIR:** I THINK I HAVE A BETTER UNDERSTANDING NOW.

4

5 **SUP. MOLINA:** I'M NOT SURE I DO. CAN I ASK ONE CLARIFICATION ON
6 THE REPORT?

7

8 **SUP. BURKE, CHAIR:** WELL SUPERVISOR ANTONOVICH HAS BEEN WAITING
9 FOR A WHILE. COULD HE JUST ASK A QUESTION.

10

11 **SUP. MOLINA:** SURE. ABSOLUTELY, I'M SORRY.

12

13 **SUP. ANTONOVICH:** FOR THIS REPORT. THE QUESTION I DON'T
14 UNDERSTAND, THE PREVIOUS C.A.O. I WOULD MEET WITH WEEKLY AND
15 WAS ASSURED THAT THE DISCIPLINARY ACTIONS WERE BEING TAKEN
16 AGAINST THOSE EMPLOYEES, AND THAT RETRAINING IN PROGRESS. AND
17 AT OUR WEEKLY EXECUTIVE SESSIONS, THE SAME COMMENTS WERE
18 RAISED WITH THE DIRECTOR OF HEALTH AND WITH DIRECTOR OF
19 PERSONNEL. AND WE'VE ASKED FOR REPORTS. YOU GIVE US REPORTS
20 AND GIVE MY STAFF WEEK AFTER WEEK. AND THEN WE READ IN THE
21 PAPER THAT INFORMATION THAT WE THOUGHT WE HAD RECEIVED IN GOOD
22 FAITH AND WE PUBLICLY COMMENTED ON IN GOOD FAITH USING THE
23 DEPARTMENT'S DATA, WE FIND OUT IT'S FULL OF HOLES. AND SO
24 THERE'S A LACK OF CONFIDENCE IN THAT INFORMATION WE RECEIVED
25 IS ACTUALLY INFORMATION THAT WE HAVE REQUESTED AND THE



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1 INFORMATION IS VALID. AND THEN WE FIND IN THIS RECENT REPORT,
2 I GUESS 11 EMPLOYEES THAT SEEMED TO HAVE SLIPPED THROUGH THE
3 SYSTEM. HAS THE DEPARTMENT DONE A REVIEW OF THOSE 11 EMPLOYEES
4 TO SEE IF WE DID MAKE ANY ERRORS IN TRANSFERRING THEM OR
5 RETAINING THEM? I MEAN, YOU HAVE ONE PERSON WHO ALLEGEDLY WAS
6 TAKING KICKBACKS IN THE MORTUARY FROM KING-DREW IS NOW AT
7 U.S.C. MEDICAL CENTER. DID WE REVIEW THAT TO SEE IF THAT WAS
8 THE ACTUAL CASE AND THOSE ALLEGATIONS WERE TRUTHFUL? OR THOSE
9 WERE ONLY ALLEGATIONS THAT WERE NOT TRUE?

10

11 **JOHN SCHUNHOFF:** SUPERVISOR, THERE IS A DISCIPLINE CASE
12 CONCERNING WHAT YOU ARE JUST DESCRIBING. AND IT WAS COMPLETED.

13

14 **SUP. ANTONOVICH:** AND SO THIS PERSON WAS ABLE TO BE TRANSFERRED
15 TO THE SAME TYPE OF SERVICE THAT HE HAD BEEN DOING OR SHE HAD
16 BEEN DOING AT KING-DREW, NOW AT U.S.C.?

17

18 **JOHN SCHUNHOFF:** SUPERVISOR, THAT PERSON WAS TRANSFERRED WITHIN
19 THE SAME CLASSIFICATION. I BELIEVE THAT THE ASSIGNMENT OF THAT
20 PERSON HAS BEEN STRUCTURED SO THAT ANY OF THE ISSUES THAT CAME
21 UP BEFORE ARE NOT AN ISSUE.

22

23 **SUP. ANTONOVICH:** WAS IT TAKING MONEY ILLEGALLY? THAT WAS THE
24 CHARGE.

25



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1 **JOHN SCHUNHOFF:** SUPERVISOR, THE PERSON SERVED A SUSPENSION.

2

3 **SUP. ANTONOVICH:** PERSON WHAT?

4

5 **JOHN SCHUNHOFF:** SERVED SUSPENSION.

6

7 **SUP. ANTONOVICH:** SO HE WAS SUSPENDED FOR TAKING MONEY BUT THEN
8 HE WAS TRANSFERRED TO ANOTHER POSITION HAVING THE SAME
9 RESPONSIBILITIES AS HE HAD AT THE PREVIOUS HOSPITAL?

10

11 **JOHN SCHUNHOFF:** SUPERVISOR, I DON'T BELIEVE THAT THE
12 INVESTIGATION NOR THE DISCIPLINE FOUND THAT THIS PARTICULAR
13 INDIVIDUAL TOOK MONEY. THERE WERE ALLEGATIONS REGARDING
14 REFERRALS. BUT I DON'T THINK THAT IT WAS PROVED THIS PERSON
15 TOOK MONEY.

16

17 **SUP. ANTONOVICH:** FOR MONETARY GAIN.

18

19 **JOHN SCHUNHOFF:** AND THIS PERSON WAS SUSPENDED AND SERVED A
20 SUSPENSION.

21

22 **SUP. ANTONOVICH:** AND TOLD HE COULD NO LONGER TAKE MONETARY
23 GAIN FOR REFERRALS? I DON'T UNDERSTAND. WE ARE TOLD THAT
24 EVERYBODY HAS BEEN DISMISSED OR RETRAINED. WE'RE NOT GOING TO
25 TRANSFER TO OTHER HOSPITALS INCOMPETENT PEOPLE. AND THEN WE



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1 READ 11 CASES THAT JUST POP UP ON THE RADAR SCREEN. AND WE
2 HAVE NO INFORMATION THAT THOSE 11 CASES, THAT WAS ALL FALSE
3 REPORTING BY THE NEWSPAPER OR THERE'S ACTUAL-- THEY WERE
4 ACTUALLY CORRECT. AND SO THE INFORMATION WE HAVE BEEN
5 RECEIVING HAS BEEN INCORRECT. AND WE'RE HELD RESPONSIBLE. AND
6 WE'RE BEING TOLD WE ARE RESPONSIBLE BECAUSE YOU HAVE CARRIED
7 OUT THE MANDATE WHEN THE BOARD SAID WE WOULD GET RID OF ALL
8 THE INCOMPETENTS, AND RETRAIN ALL OF THOSE WHO HAD SOME
9 SHORTCOMINGS. SO I'M AT A LOSS AS TO HOW WE RESOLVE THIS
10 ISSUE. WE HAVE THE MOTION, WE HAVE A REPORT BACK IN TWO WEEKS.
11 SUPERVISOR MOLINA HAS A GOOD AMENDMENT TO THIS MOTION. BUT HOW
12 ARE WE ASSURED THAT THE INFORMATION THAT WE RECEIVE IN TWO
13 WEEKS WILL BE CREDIBLE AND NOT THE SIMILAR INFORMATION WE HAD
14 BEEN RECEIVING PREVIOUSLY? MR. FUJIOKA--

15

16 **C.E.O. FUJIOKA:** ON A COUPLE NOTES, WITH RESPECT TO THOSE WHO
17 NEEDED TRAINING, THE CLINICAL STAFF HAS BEEN REPORTED UPON
18 ARRIVAL AT THE NEW FACILITY, WERE TESTED TO DETERMINE WHETHER
19 OR NOT THEY HAVE THE COMPETENCIES TO PERFORM THE DUTIES FOR
20 THAT PARTICULAR POSITION. IF IT WERE A NEW ASSIGNMENT, WELL
21 ACTUALLY FOR ANY CLINICAL POSITION, THEY WERE REQUIRED, AS
22 PART OF YOUR BASIC ORIENTATION, TO HAVE SOME INITIAL TRAINING
23 TO WORK THE DUTIES AND RESPONSIBILITIES SPECIFIC TO THAT NEW
24 UNIT. THOSE WHO DID NOT PASS A COMPETENCY TEST WERE REQUIRED
25 TO GO THROUGH TRAINING AND THEN SUBSEQUENTLY TESTED AGAIN TO



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1 ENSURE THAT THEY HAVE THE CORE COMPETENCIES AND AGAIN PASS THE
2 ORIENTATION TRAINING. THERE'S NUMEROUS EXAMPLES OF STAFF WHO
3 WERE DISCIPLINED, BUT THEN LIKE OTHER FOLKS WHO WERE
4 DISCIPLINED SHORT OF A DISCHARGE, BUT GIVEN THE OPPORTUNITY TO
5 IMPROVE THEIR PERFORMANCE AFTER THEY PAY THE PENALTY,
6 CONSISTENT WITH THE DISCIPLINARY ACTION. THERE ARE A NUMBER OF
7 STAFF, I THINK BACK IN FEBRUARY THE REPORT SPEAKS TO OVER 260
8 INDIVIDUALS WHO WERE EITHER-- WHO EITHER RESIGNED OR WHO WERE
9 DISCHARGED FROM KING. THERE ARE ALSO EXAMPLES WHERE THE STAFF--
10 - THE MANAGEMENT STAFF AT KING OR D.H.S. RECOMMENDED DISCHARGE
11 FOR AN INDIVIDUAL. BUT SUBSEQUENTLY THAT ACTION WAS OVERTURNED
12 BY THE CIVIL SERVICE COMMISSION.

13

14 **SUP. ANTONOVICH:** BUT SOME OF THOSE ACTIONS WERE OVERTURNED BY
15 CIVIL SERVICE COMMISSION BECAUSE THE ADMINISTRATORS AT THE
16 FACILITY HAD BEEN GIVING THESE PEOPLE GOOD RECOMMENDATIONS.

17

18 **C.E.O. FUJIOKA:** YOU'RE ABSOLUTELY RIGHT.

19

20 **SUP. ANTONOVICH:** SO HOW ARE YOU GOING TO FIRE A PERSON WHEN
21 HIS SUPERIORS HAVE BEEN SAYING WHAT AN INCREDIBLE JOB THEY
22 WERE DOING, WHEN IN FACT THEY WEREN'T, THEY WERE PADDING THOSE
23 RECOMMENDATIONS, AND THEN WE'RE LEFT WITH A LOSER? WE WERE NOT
24 PENALIZING THE SUPERVISOR WHO WAS WRITING THE GOOD REPORTS ON



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1 THE WONDERFUL JOB THEY HAVE BEEN DOING. THOSE PEOPLE SHOULD BE
2 HELD ACCOUNTABLE, AS WELL.

3

4 **C.E.O. FUJIOKA:** I AGREE WITH THAT. OFTENTIMES A POOR OUTCOME,
5 A DISCIPLINARY PROCESS, IS A CONSEQUENCE OF THE QUALITY OF THE
6 INFORMATION OR THE DOCUMENTATION FOR THAT PARTICULAR ACTION.
7 SO THAT DOES HAPPEN. IT'S HARD TO SPECULATE ON ALL THESE CASES
8 UNTIL WE SEE THE ACTUAL DETAILS.

9

10 **SUP. ANTONOVICH:** I SEE THAT WITH THE MOTION. HAS THE
11 DEPARTMENT KEPT DOCUMENTATION TO DISCIPLINE THE APPROPRIATE
12 EMPLOYEES?

13

14 **JOHN SCHUNHOFF:** YES, SUPERVISOR, IT HAS.

15

16 **SUP. ANTONOVICH:** AND WHAT IS THE DEPARTMENT DOING IN REGARDS
17 TO THE EMPLOYEES ON LONG-TERM LEAVE? ARE THEY STILL BEING
18 PAID? HAVE WE TAKEN ACTION TO ENSURE THAT THOSE WHO ARE ON
19 LONG-TERM LEAVE ARE AS A RESULT OF A PHYSICAL ILLNESS?

20

21 **C.E.O. FUJIOKA:** THOSE CURRENTLY ON-- THE 36 WHO HAVE BEEN
22 DETERMINED TO BE EITHER TOTALLY DISABLED OR TEMPORARILY
23 DISABLED, OF THAT NUMBER, 34 ARE ON NON-PAID STATUS AND NOT
24 GETTING PAID. THERE ARE TWO INDIVIDUALS ON PARTIAL PAY STATUS.
25 AND THAT'S PROBABLY-- AND I DON'T HAVE THE FACTS IN FRONT OF



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1 ME, BUT GIVEN MY EXPERIENCE, THAT'S PROBABLY INDIVIDUALS WHO
2 HAVE PERCENTAGE SICK TIME LEFT, WHETHER IT'S 75 OR 50 PERCENT
3 SICK TIME. SO THAT'S PARTIAL PAY STATUS. BUT AGAIN OF THE 36,
4 34 ARE NOT GETTING PAID. THE REST, THE BALANCE, ARE GOING
5 THROUGH THE PROCESS RIGHT NOW. D.H.S. IS PROCESSING WHAT WE
6 CALL JOB ABANDONMENT PAPERWORK TO REMOVE 12 FROM SERVICE.
7 THEY'RE AT 10 THAT ARE IN THE PROCESS OF RETURNING TO WORK
8 BECAUSE THEY DEEMED TO BE PERMANENT AND STATIONARY. NOW
9 THEY'RE TRYING TO FIND A JOB THAT WILL ACCOMMODATE THEIR
10 CURRENT. PHYSICAL LIMITATIONS. IT GOES ON TO WHAT THEY'RE
11 TRYING TO DO WITH THESE FOLKS.

12

13 **SUP. ANTONOVICH:** WHY WAS THE NEWSPAPER ABLE TO GET INFORMATION
14 THAT WE HAD NOT BEEN ABLE TO RECEIVE AND ONLY ABLE TO RECEIVE
15 IT BY READING ABOUT IT IN THE NEWSPAPER, WHEN IT PERTAINED TO
16 POLICIES THAT WE HAD BEEN IMPLEMENTING AND DIRECTION WE HAD
17 UNANIMOUSLY BEEN GIVING THE DEPARTMENT, ONLY TO FIND OUT THAT
18 THOSE POLICIES WERE BEING PUT IN A CIRCULAR FILE?

19

20 **JOHN SCHUNHOFF:** SUPERVISOR, THE TIMES OBTAINED INFORMATION
21 ABOUT THE SPECIFIC INDIVIDUALS FROM THE CIVIL SERVICE FILES
22 BECAUSE WHEN SOMEONE APPEALS THEIR DISCIPLINE TO THE CIVIL
23 SERVICE COMMISSION, THAT BECOMES A PUBLIC RECORD.

24



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1 **SUP. ANTONOVICH:** WHY DIDN'T WE GET BACK THE REPORT, GOING TO
2 GET SOME INFORMATION, THAT WE FAILED AT THE CIVIL SERVICE
3 LEVEL BECAUSE THIS INCOMPETENT EMPLOYEE INAPPROPRIATELY HAD
4 BEEN GIVEN BY HIS SUPERIORS GOOD RECOMMENDATIONS AND WE WANT
5 TO BRING THIS TO YOUR ATTENTION SO THAT THAT SUPERVISOR NO
6 LONGER WILL BE IN THAT POSITION OF JUDGING THE ABILITIES OF
7 THOSE EMPLOYEES UNDERNEATH THAT INDIVIDUAL, SO THAT WE COULD
8 TAKE THE ACTION WHICH WE THOUGHT WE WERE DOING?

9

10 **JOHN SCHUNHOFF:** YOU SHOULD HAVE HAD THE INFORMATION. A SUMMARY
11 OF WHAT WAS GOING ON WITH THOSE EMPLOYEES.

12

13 **SUP. ANTONOVICH:** AND WE SHOULD BE, FROM NOW ON, RECEIVING SUCH
14 INFORMATION, AS WELL.

15

16 **SUP. BURKE, CHAIR:** MAY I ASK A QUESTION? CAN YOU DISCIPLINE OR
17 REMOVE A SUPERVISOR FROM THEIR POSITION IF AN EMPLOYEE THEY
18 HAVE IS CHARGED IN A CIVIL SERVICE-- RATHER, THEY ARE
19 SUSPENDED, THEY GO TO CIVIL SERVICE AND THE SUSPENSION IS
20 OVERTURNED, CAN YOU THEN GO TO THE SUPERVISOR AND REMOVE THE
21 SUPERVISOR? I'M JUST INTERESTED IN WHETHER THAT CAN HAPPEN.

22

23 **MIKE HENRY:** THERE WOULD HAVE TO BE SOME CONNECTION BETWEEN
24 WHAT THE EMPLOYEE DID.

25



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1 **SUP. ANTONOVICH:** OR COUNSELING OR SOMETHING. THERE SHOULD BE
2 SOME DIALOG THERE.

3

4 **MIKE HENRY:** SUPERVISOR, THERE WOULD HAVE TO BE SOME CONNECTION
5 BETWEEN WHAT THE EMPLOYEE DID IN TERMS OF THEIR DISCIPLINE AND
6 THE SUPERVISOR'S CONNECTION TO THAT.

7

8 **SUP. BURKE, CHAIR:** AND THEN WHEN IT GOT TO THE CIVIL SERVICE
9 COMMISSION, YOU HAVE TO SHOW THAT THEY KNEW IT, RIGHT?

10

11 **MIKE HENRY:** CORRECT.

12

13 **SUP. BURKE, CHAIR:** WHEN YOU REMOVE THEM FROM THAT POSITION--

14

15 **MIKE HENRY:** BUT YOU CAN'T DISCIPLINE A SUPERVISOR BECAUSE
16 SOMETHING WAS OVERTURNED IN THE CIVIL SERVICE COMMISSION.

17

18 **SUP. BURKE, CHAIR:** I THINK THAT WHAT WE HAVE TO DO IS COME UP
19 WITH MECHANISMS THAT FIT WITHIN THE CIVIL SERVICE RULES IN
20 ORDER TO ADDRESS THESE PROBLEMS.

21

22 **SUP. MOLINA:** [INAUDIBLE] THAT'S THE QUESTION I WAS GOING TO
23 ASK. THE EMPLOYEE THAT FELL ASLEEP WATCHING A MONITOR OR
24 WATCHING A PATIENT--

25



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1 **SUP. BURKE, CHAIR:** NOW THAT, A SUPERVISOR COULD BE
2 RESPONSIBLE.

3

4 **SUP. MOLINA:** THAT'S RIGHT, BECAUSE SHE WAS AN INTERMEDIATE
5 CLERK. SHE WASN'T AT ALL ANY KIND OF CLINICAL PERSON, NOT EVEN
6 A NURSE'S AIDE.

7

8 **JOHN SCHUNHOFF:** I THINK SHE WAS A NURSING ATTENDANT AT THAT
9 TIME, SUPERVISOR.

10

11 **SUP. MOLINA:** "THE L.A. TIMES" SAID SHE WAS AN INTERMEDIATE
12 CLERK TYPIST.

13

14 **JOHN SCHUNHOFF:** NOW.

15

16 **SUP. BURKE, CHAIR:** THAT MAY BE A DIFFERENT PERSON.

17

18 **SUP. MOLINA:** NO, I MEAN, THAT'S WHY I DON'T KNOW WHO TO
19 BELIEVE. SO I'M WONDERING WAS SHE A NURSING ATTENDANT AT THE
20 TIME.

21

22 **JOHN SCHUNHOFF:** IT'S MY UNDERSTAND SHE WAS A NURSING ATTENDANT
23 AT THE TIME. SHE WAS PROMOTED TO BE AN INTERMEDIATE CLERK, AND
24 SHE'S NOT SEEING PATIENTS OR HAVING CONTACT--

25



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1 **SUP. MOLINA:** SHE PROMOTED AFTER SHE FAILED A PATIENT?

2

3 **JOHN SCHUNHOFF:** THAT'S CORRECT.

4

5 **SUP. MOLINA:** ALL RIGHT. IT SEEMED LIKE THERE SHOULD BE A
6 SUPERVISOR THERE THAT SHOULD BE RESPONSIBLE FOR THAT.

7

8 **SUP. ANTONOVICH:** THANK YOU. THAT'S IT.

9

10 **SUP. DON KNABE:** I DON'T WANT TO BE REDUNDANT, BUT I THINK THE
11 MOST DISTURBING PART OF THIS WHOLE CONVERSATION AND ALL THE
12 QUESTIONS THAT WE ALL HAVE IS THAT THESE ARE NOT NEW
13 QUESTIONS. THIS CONVERSATION HAS BEEN ONGOING AND ONGOING.
14 THERE'S BEEN A RARE MEETING THAT WE HAVEN'T BROUGHT THIS ISSUE
15 UP INDIRECTLY OR DIRECTLY IN REGARDS TO THIS PARTICULAR
16 SITUATION. WHAT REALLY CONCERNS ME, IT REALLY DOES VALIDATE,
17 WHEN YOU GET THESE OUTRAGEOUS CIVIL SERVICE COMMISSION
18 DECISIONS AND NOW YOU KNOW WHY. BECAUSE OF OUR INABILITY TO
19 PUT TOGETHER THE RIGHT PACKAGES TO DISCIPLINE EMPLOYEES. I
20 MEAN THERE'S PLENTY OF GOOD EMPLOYEES OUT THERE. THAT'S NOT
21 THE POINT, TO BERATE PUBLIC EMPLOYEES. BUT THOSE THAT HAVE
22 PROBLEMS, MY GOLLY, THE RECORD SHOULD BE STRAIGHT TO REFLECT
23 THE DISCIPLINE. AND IF IT'S TRUE WHAT YOU JUST HEARD, SOMEBODY
24 FAILS A PATIENT BUT GETS PROMOTED TO DO SOMETHING ELSE, THAT'S
25 PRETTY SCARY. SO HOPEFULLY YOU WILL BE ABLE TO PUT THIS



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1 INFORMATION TOGETHER AS MUCH AS POSSIBLE BY FRIDAY IN THE FORM
2 THAT WE CAN READ AND UNDERSTAND. I GUESS THE DOCUMENTS WE HAVE
3 BEEN GETTING IS EVERYTHING IS IN PLACE AND EVERYTHING WORKING.
4 SO IT'S REALLY HARD TO BELIEVE THAT SOME OF THIS DATABASE AND
5 SOME OF THE SOFTWARE HAS NOT BEEN USED IN MANY, MANY MONTHS
6 BECAUSE IT'S AN ISSUE THAT HAS NOT GONE AWAY FROM THE MEMBERS
7 OF THE BOARD. SO HOPEFULLY WE CAN GET OUR ARMS AROUND THIS AND
8 GET SOME SEMBLANCE OF ORDER TO MAKE CHANGES. THAT'S WHAT WE'RE
9 AFTER. WE'RE NOT HERE TO REWARD INCOMPETENCY. WE'RE HERE TO
10 THANK AND REWARD COMPETENCY, BUT WE NEED TO GET OUR ARMS
11 AROUND IT.

12

13 **SUP. ANTONOVICH:** I MOVE THE MOTION AS AMENDED.

14

15 **SUP. BURKE, CHAIR:** MOVED IT AS AMENDED. I JUST HAVE ONE OTHER
16 THING. WHAT REALLY BOTHERS ME IS THAT IF ALL THESE EVALUATIONS
17 AREN'T DONE. AND THEY'RE GOING TO HAVE TO BE DONE IN A HURRY,
18 50 PERCENT ARE IN, SO YOU WILL HAVE TO DO 40 OR 50 PERCENT BY
19 JULY 15TH, THOSE EVALUATIONS I JUST QUESTION HOW VALID THEY'RE
20 GOING TO BE. EVERYBODY'S GOING TO HAVE TO RUN AND DO ALL THESE
21 FAST EVALUATIONS. NOW, IF THE EVALUATIONS ARE THERE IN THE
22 FOLDER, AND ALL THEY HAVE TO DO IS SEND THEM TO HUMAN
23 RESOURCES, THAT'S ONE THING. BUT IF THEY HAVE TO DO THE ACTUAL
24 EVALUATIONS IN TWO WEEKS FOR ALL OF THE 40 PERCENT OF THE



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1 EMPLOYEES, I REALLY QUESTION WHETHER OR NOT WE'RE GOING TO
2 HAVE ANYTHING THAT'S REALLY DEPENDABLE.

3

4 **SUP. KNABE:** I THINK, DON'T WE WANT TO KNOW THOSE THAT HAVEN'T
5 HAD EVALUATIONS?

6

7 **SUP. BURKE, CHAIR:** ABSOLUTELY.

8

9 **SUP. KNABE:** WE DON'T WANT A RUSH JUDGMENT ON THE EVALUATION.

10

11 **SUP. BURKE, CHAIR:** DON'T BE OVERLY OPTIMISTIC ABOUT THE
12 QUALITY OF WHAT YOU'RE GOING TO GET.

13

14 **SUP. KNABE:** I UNDERSTAND.

15

16 **SUP. BURKE, CHAIR:** THAT'S ALL THAT I'M SAYING.

17

18 **SUP. KNABE:** THAT WOULD BE THE WORST THING, BECAUSE OF THIS
19 CONVERSATION, HAVE AN EVALUATION TAKE PLACE TOMORROW ON AN
20 EMPLOYEE AND HAVE SOMETHING BY FRIDAY. THAT DOESN'T BENEFIT
21 ANYONE.

22

23 **SUP. YAROSLAVSKY:** I JUST WANT TO-- IT'S REALLY, IN A WAY,
24 UNFAIR, MR. SCHUNHOFF, THAT YOU'RE THE ONE SITTING THERE,
25 BECAUSE MOST OF THIS HAPPENED NOT ON YOUR WATCH. BUT I



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1 SINCERELY HOPE-- ONE OF THE REASONS-- ONE OF THE THINGS THAT I
2 GLEAN FROM ALL OF THIS IS WE PASS MOTIONS HERE ALL THE TIME.
3 WE'RE GOING TO DO ANOTHER ONE IN A COUPLE MINUTES. AND
4 OFTENTIMES NOTHING HAPPENS. THAT WAS THE CASE ON THIS WHOLE
5 ISSUE FOR QUITE A WHILE, AS IT'S TURNED OUT. THERE HAS BEEN--
6 AND MAYBE YOU CAN HELP CHANGE THAT CULTURE A LITTLE BIT, THERE
7 HAS BEEN REALLY IN D.H.S., AS MUCH AS IN ANY OTHER DEPARTMENT,
8 A CULTURE OF SECRECY. AND MAYBE THAT'S TOO STRONG A WORD. NOT
9 SO MUCH SECRECY, BUT A RELUCTANCE TO BE OPEN ABOUT THINGS THAT
10 WE SHOULD BE OPEN-- WE'D BE BETTER OFF BEING OPEN ABOUT. I
11 LOOK AT THE EDITH RODRIGUEZ TAPE SITUATION. YOU COMPARE HOW WE
12 HANDLED IT TO THE WAY THE CITY OF NEW YORK HANDLED THEIR
13 SITUATION WITH THEIR VIDEO. TWO DIFFERENT RESPONSES TO A VERY
14 SIMILAR SITUATION. I THINK THE WHOLE CULTURE OF RETICENCE TO
15 BE OPEN ABOUT THINGS AND TO TRY TO AVOID BAD NEWS OR AVOID
16 DELIVERING BAD NEWS UP THE CHAIN OF COMMAND IS EXTREMELY
17 UNHEALTHY AND IT RESULTS IN THINGS LIKE THIS. AND I WOULD
18 REALLY HOPE THAT IN THIS EXERCISE, BETWEEN NOW AND FRIDAY AND
19 OVER THE NEXT TWO WEEKS, THAT IT WILL MARK A CHANGE IN THAT
20 WHOLE APPROACH, IN THAT WHOLE CULTURE OF NOT WITHHOLDING
21 INFORMATION, OF NOT BEING AFRAID TO GIVE BAD NEWS TO US, NOT
22 BEING AFRAID OF WHAT THE IMPLICATIONS OR THE CONSEQUENCES OF
23 BAD NEWS ARE TO YOU. EVENTUALLY THE BAD NEWS WILL COME OUT.
24 AND IT'LL AFFECT ALL OF US, WHETHER IT'S IN AUGUST OR WHETHER
25 IT'S IN JULY. AND 90 PERCENT OF THE TIME WHEN WE HAVE THESE



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1 KINDS OF DEBATES AND THESE KINDS OF DISCUSSIONS, IT'S BECAUSE
2 SOMEWHERE ALONG THE LINE, SOMEWHERE IN THE BACKGROUND SOMEBODY
3 MADE THE DECISION SOMEWHERE IN THE CHAIN OF COMMAND, "LET'S
4 NOT GIVE THIS UP." "IT'S EASIER TO IGNORE A MOTION OF THE
5 BOARD BECAUSE IT'S NOT A VIOLATION OF THE LAW TO OBFUSCATE A
6 BOARD MOTION. IT A VIOLATION OF THE LAW TO OBFUSCATE THE
7 PUBLIC RECORDS ACT REQUEST. MY IMPRESSION IS THAT THE REASON
8 THE DEPARTMENT SCURRIES LIKE MICE WHENEVER THERE'S A PUBLIC
9 RECORDS ACT REQUEST AND EMAILS START FLYING, IS BECAUSE YOU
10 KNOW THAT IF YOU DON'T DO IT RIGHT, THERE'S A CRIMINAL PENALTY
11 TO IT. THERE IS NO CRIMINAL PENALTY IF WE PASS THIS MOTION AND
12 YOU IGNORE IT, OR IT IS IGNORED. SO I HOPE THAT YOU CAN TAKE
13 THIS OPPORTUNITY TO MOVE THE CULTURE ONE OR TWO DEGREES IN THE
14 RIGHT DIRECTION, START MOVING THE CLOSED NATURE OF INFORMATION
15 FLOW. I'M NOT EVEN TALKING ABOUT INFORMATION FLOW TO THE
16 PRESS. I'M TALKING ABOUT INFORMATION FLOW TO YOUR BOSSES. AND
17 THE REST WILL TAKE CARE OF ITSELF. I WOULD HOPE THAT THIS
18 WOULD MARK THAT KIND OF AN OPPORTUNITY TO MOVE IN THE RIGHT
19 DIRECTION. THAT'S ALL, MADAME CHAIR, I HAVE.

20

21 **SUP. BURKE, CHAIR:** MOVED BY ANTONOVICH. I'M SORRY, YES. MR.
22 SACHS?

23

24 **ARNOLD SACHS:** GOOD MORNING, ARNOLD SACHS. THANK YOU VERY MUCH.
25 IT SEEMS TO ME, AMONGST OTHER THINGS THAT YOU MENTIONED, THERE



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1 SEEMS TO BE A DISCONNECT BETWEEN D.H.R. AND D.H.S. THAT SEEMS
2 TO BE A MAJOR PROBLEM HERE, THAT D.H.R. IS NOT ON TOP OF WHAT
3 DISCIPLINARY ACTIONS ARE TAKEN, WHO CAN TAKE DISCIPLINARY
4 ACTIONS. ALSO, THESE REPORTS OR THIS DATABASE SEEMS TO ME WAS
5 CREATED FOR THE METRO PLAN BY DR. CHERNOF, WHICH WAS 2006. AND
6 PART OF THAT PLAN WAS TO RE-EVALUATE ALL THE EMPLOYEES AT
7 M.L.K. AND WEED OUT THE ONES THAT NEED TO BE WEEDED OUT, RE-
8 EVALUATE. AND WHEN THAT CAME BACK TO YOU, NOTHING HAD BEEN
9 ACCOMPLISHED THEN, EITHER. YOU MODELED YOUR HOMELESS PROGRAM,
10 50 HOMELESS PROGRAM, AFTER NEW YORK CITY. AND SUPERVISOR
11 YAROSLAVSKY JUST MADE MENTION ABOUT THE SITUATION IN NEW YORK.
12 MAYBE YOU SHOULD MODEL YOUR D.H.S. PROGRAM AFTER NEW YORK'S.
13 THEY FIRED THE EMPLOYEES, RIGHT THERE, NO PROBLEM. MAYBE THERE
14 WOULD BE. ALSO, WHAT IS THE SITUATION IN THE OTHER FOUR COUNTY
15 HOSPITALS? HOW IS THE DISCIPLINARY ACTION HANDLED THERE? HOW
16 IS THE EMPLOYEE RECORDKEEPING HANDLED THERE? IF IT WOULD SEEM
17 TO BE THAT IF YOU HAVE ONE-- IF YOU HAVE FOUR THAT ARE GOOD
18 AND ONE THAT IS BAD, WHAT IS THE PROBLEM WITH BRINGING THE ONE
19 INTO LINE WITH THE OTHER FOUR? THAT SHOULD BE ADDRESSED. YOU
20 SHOULD HAVE PEOPLE FROM D.H.R. HERE, HUMAN RESOURCES, TO ASK
21 WHY IT IS SO FAR OUT OF THE CURVE AT M.L.K. D.H.S., THEY DO
22 THE STUDIES, THEY CAN KEEP THE INFORMATION. WHATEVER THEY'RE
23 DOING, IT SEEMS NOT TO BE GETTING OUT OF THE DEPARTMENT AT
24 M.L.K. TO NOTIFY HUMAN RESOURCES. OR THERE DOESN'T SEEM TO BE
25 A PLAN THAT SAYS IF YOU DO SUCH AND SUCH BAD WORK, THEN YOU



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1 WILL BE-- THERE'S A STEP PROCESS WHERE YOU'RE GIVEN AN ORAL
2 REPRIMAND AND THEN YOU'RE GIVEN A WRITTEN REPRIMAND AND THEN
3 YOU MIGHT BE GIVEN ANOTHER WRITTEN REPRIMAND AND THEN YOU
4 MIGHT BE SUSPENDED AND THEN YOU MIGHT BE TERMINATED. AND ALL
5 OF THOSE INSTANCES ARE DOCUMENTED, AND THEY'RE KEPT IN THE
6 FILE OF THE DEPARTMENT THERE, AND THEY'RE SENT TO HUMAN
7 RESOURCES SO THAT THEY HAVE A FILE OF THE ACTIONS THAT ARE
8 TAKEN. IT DOESN'T SEEM TO BE HAPPENING HERE AT M.L.K. IS IT
9 HAPPENING AT THE OTHER HOSPITALS? YOU DON'T GET THE OTHER
10 DIRECTORS COMING, OR YOUR OTHER HOSPITALS IN FRONT OF YOU
11 SAYING THIS, THIS, THIS AND THIS. ARE YOU FAMILIAR WITH
12 "CATCH-22," THE BOOK?

13

14 **SUP. BURKE, CHAIR:** THANK YOU, YOUR TIME IS EXPIRED.

15

16 **ARNOLD SACHS:** THIS IS JUST A CATCH-22 SITUATION. THANK YOU,
17 FOR YOUR TIME, YOUR ANSWERS, AND YOUR ATTENTION.

18

19 **SUP. BURKE, CHAIR:** THANK YOU VERY MUCH.

20

21 **SUP. YAROSLAVSKY:** MADAME CHAIR, CAN I JUST MAKE A COMMENT ON
22 THIS? BECAUSE THIS IS GOING TO GET REPEATED OVER AND OVER
23 AGAIN BECAUSE IT WAS IN THE EDITORIAL IN THE PAPER. THE PERSON
24 WHO I THINK WE ALL CONSIDERED THE MOST RESPONSIBLE IN THE
25 RODRIGUEZ CASE QUIT ALMOST IMMEDIATELY. I'M NOT GOING TO SAY



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1 WHAT WE WOULD HAVE DONE. I THINK SHE IS SUING US. I'M NOT
2 CLEAR WHAT IS GOING ON. BUT WHATEVER ACTION WE WOULD HAVE
3 TAKEN BECAME MOOT WHEN SHE QUIT. AND IT IS AN UNFAIR CRITICISM
4 TO SAY THAT NOTHING WAS DONE. I THINK WE WERE PREPARING TO DO
5 PLENTY WHEN SHE THOUGHT BETTER OF STICKING AROUND. I THINK IF
6 I HAD BEEN HER, I WOULDN'T HAVE STUCK AROUND, EITHER.

7

8 **SUP. BURKE, CHAIR:** YEAH, SHE QUIT. BUT NOW SHE'S SAYING THAT
9 SHE QUIT UNDER FALSE PRETENSES, I DON'T KNOW. BUT SHE HAS A
10 LAWSUIT.

11

12 **SUP. YAROSLAVSKY:** THAT WILL BE THE INTERESTING THING ABOUT THE
13 VIDEOTAPE, IS PEOPLE WILL BE ABLE TO MAKE THEIR OWN JUDGMENTS
14 ABOUT HOW SHE QUIT.

15

16 **SUP. BURKE, CHAIR:** THAT'S RIGHT. NO QUESTION. THERE WAS A
17 MOTION BY ANTONOVICH AS AMENDED, SECONDED BY MOLINA; WITHOUT
18 OBJECTION, SO ORDERED.

19

20 **SUP. ANTONOVICH:** 45.

21

22 **SUP. BURKE, CHAIR:** THE C.E.O. IS RIGHT HERE, THIS IS ON THE
23 DIETARY SERVICES. ARE THERE QUESTIONS? SUPERVISOR KNABE?

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. KNABE:** I GUESS THE CONCERN THAT I HAD RELATED TO THIS IS
2 WHEN WE WERE DOING THE AMBULANCE CONTRACTS, YOU KNOW WE TALKED
3 ABOUT NOT PUTTING ALL OUR EGGS IN ONE BASKET, THAT WE NEED
4 TODAY SPLIT THINGS UP. IN A SITUATION LIKE THIS, IN SUCH AN
5 IMPORTANT FUNCTION AS DIETARY SERVICES, WHY WE WOULD RECOMMEND
6 PUTTING ALL OUR EGGS IN ONE BASKET, PARTICULARLY BETWEEN THE
7 REHABILITATION HOSPITALS AND THE MEDICAL HOSPITALS. THE DIETS
8 ARE DIFFERENT, AND IT MIGHT BE THAT YOU MIGHT WANT TO SEPARATE
9 AT LEAST THOSE TWO OUT. BUT I THINK MORE IMPORTANTLY, THE
10 REASONING BEHIND-- I MEAN I KNOW THE ECONOMY IS SCALE ISSUE.
11 BUT I ALSO KNOW THE ECONOMY OF SCALE, AND WHEN WE PUT OUR EGGS
12 ALL IN ONE BASKET, WE'VE GOTTEN IN TROUBLE BEFORE. SO I'D JUST
13 LIKE TO KNOW THE RATIONALE. WHAT IS DIFFERENT ABOUT THE
14 DIETARY SERVICES THAN AMBULANCE SERVICES?

15

16 **SUP. BURKE, CHAIR:** YES, PLEASE STATE YOUR NAME.

17

18 **KATHY HANKS:** MY NAME IS KATHY HANKS, I'M THE DIRECTOR OF
19 CONTRACTS ADMINISTRATION MONITORING FOR D.H.S. IN THIS
20 PROPOSAL FOR THE CONSOLIDATED R.F.P., WE ARE GOING TO ALLOW
21 ACTUAL OPTIONS TO AWARD EITHER ONE CONTRACT ACROSS-THE-BOARD
22 OR AWARD ON A FACILITY BASIS. SO WE WILL HAVE FLEXIBILITY TO
23 DEAL WITH THE ISSUE OF PUTTING ALL THE EGGS IN ONE BASKET.

24



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The Los Angeles County Board of Supervisors**

1 **SUP. KNABE:** WHAT ABOUT THE ISSUE OF THE UNIQUENESS OF VARIOUS
2 DIETARY NEEDS FOR THE PATIENT POPULATION?

3

4 **KATHY HANKS:** THERE WILL BE A SPECIFIC STATEMENT OF WORK FOR
5 EACH ONE OF THE FACILITIES AND THE BUSINESS PROPOSALS THAT THE
6 CONTRACTORS WILL BE GIVING BACK TO US WILL ADDRESS EACH
7 FACILITY SEPARATELY.

8

9 **SUP. KNABE:** SO, IN OTHER WORDS, A CONTRACTOR CAN BID ON ALL
10 FACILITIES OR JUST BID ON TWO AND NOT THE OTHER THREE?

11

12 **KATHY HANKS:** THAT'S CORRECT. WE WILL ALLOW THOSE OPTIONS. IF
13 THERE ARE MULTIPLE BIDS, WE WILL ALSO ASK IF THEY CAN GIVE US
14 DISCOUNT OR SOME TYPE OF PRICE INCENTIVE. WE WILL BE ABLE,
15 BECAUSE IT IS A REQUEST FOR PROPOSALS, TO LOOK AT VARIOUS
16 OPTION FOR WHAT MAKES SENSE FOR THE COUNTY.

17

18 **SUP. KNABE:** LIKE IN ACUTE SITUATIONS, THAT DIETARY NEED IS
19 MORE SHORT TERM. THEIR PATIENT'S THERE LESS, WHERE REHAB THEY
20 COULD BE UP THERE FOR MONTHS. TOTALLY DIFFERENT DIETARY
21 REQUIREMENT.

22

23 **SUP. BURKE, CHAIR:** AND TAKING INTO CONSIDERATION CULTURAL
24 DIFFERENCES, TOO, IN TERMS OF DIETARY ISSUES, I THINK THAT
25 SOME OF THOSE THINGS SHOULD BE ADDRESSED.



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1

2 **KATHY HANKS:** THOSE WILL BE ADDRESSED AND THERE WILL BE A
3 CUSTOMIZED STATEMENT OF WORK FOR EACH OF THE FACILITIES.

4

5 **SUP. KNABE:** SO HOW ARE YOU ADDRESSING THE ISSUE OF PUTTING ALL
6 OUR EGGS IN ONE BASKET?

7

8 **KATHY HANKS:** THAT WILL BE HANDLED AT THE EVALUATION PROCESS.
9 WE DO RESERVE THE RIGHT TO RECOMMEND AWARDS TO YOUR BOARD
10 OTHER THAN THE HIGHEST RANKED PROPOSER. IT'S GOING TO BE VERY
11 DELICATELY AND I HOPE CREATIVELY HANDLED THAT WILL GIVE US THE
12 ABILITY TO MEET THE COUNTY'S BEST INTERESTS.

13

14 **SUP. KNABE:** I DO HAVE CONCERNS. THE TOTAL OPPOSITE PHILOSOPHY
15 OF THE DEPARTMENT FROM WHEN YOU DEALT WITH AMBULANCE SERVICE.
16 I MEAN WE HAD THE SAME OPPORTUNITY FOR ECONOMIES OF SCALE. BUT
17 AGAIN THE RATIONALE WAS VERY STRONG THAT IT GAVE US SOME
18 FLEXIBILITY IF SOMEBODY WENT ON STRIKE, THAT KIND OF THING. SO
19 WE'LL HAVE TO WAIT AND SEE, I GUESS. THAT'S ALL THE QUESTIONS
20 I HAVE.

21

22 **SUP. BURKE, CHAIR:** ANY OTHER QUESTIONS? IS THERE A MOTION?
23 MOVED BY ANTONOVICH, SECONDED BY YAROSLAVSKY. WITHOUT
24 OBJECTION, SO ORDERED.

25



**The Meeting Transcript of
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1 **SUP. ANTONOVICH:** ITEM 10 WAS HELD BY THE PUBLIC.

2

3 **SUP. BURKE, CHAIR:** WOULD DAVID LEVINE AND DANIEL GOTTLIEB
4 PLEASE COME FORWARD? PLEASE STATE YOUR NAME?

5

6 **DAVID LEVINE:** WHY DON'T YOU GO AHEAD?

7

8 **DANIEL GOTTLIEB:** DO YOU WANT ME TO GO FIRST?

9

10 **SUP. BURKE, CHAIR:** YES.

11

12 **DANIEL GOTTLIEB:** ALL RIGHT. I'M DANIEL GOTTLIEB. I WANT TO
13 PROPOSE AN AMENDMENT TO THE MOTION. THE MOTION IS TO LIMIT THE
14 JUDGMENT THAT THE MARINA STRAND COLONY 2 WON AGAINST THE DEL
15 REY SHORES, WHICH MEANS THAT THE E.I.R. HAS TO BE
16 RECIRCULATED. THE E.I.R., OUR OBJECTION TO THE MOTION, WHICH
17 IS TO SET ASIDE ALL THE ADVANTAGE, ALL THE PERMITS THAT THE
18 DEL REY SHORES HAS, WHICH THE COURT ORDERED, IS THAT WE WOULD
19 LIKE THE WHOLE E.I.R. TO BE LOOKED AT BECAUSE THE E.I.R. IS
20 DEFECTIVE IN ALL KINDS OF DIFFERENT WAYS. AND THERE WAS A
21 LETTER SENT YESTERDAY BY OUR LAWYER, MRS. ROSE AMAZOYA, DID
22 YOU GET A COPY OF IT? BECAUSE I HAVE A COPY HERE. SHE HASN'T
23 SIGNED IT.

24



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1 **SUP. ANTONOVICH:** I'M JUST TRYING TO UNDERSTAND. MR. GOTTLIEB,
2 WERE YOU ONE OF THE PLAINTIFFS? HELLO

3

4 **DANIEL GOTTLIEB:** IT'S THE E.O.I.A.

5

6 **SUP. BURKE, CHAIR:** JUST ONE SECOND ON HIS TIME. BECAUSE
7 SUPERVISOR YAROSLAVSKY HAD A QUESTION.

8

9 **SUP. YAROSLAVSKY:** WERE YOU THE PLAINTIFF IN THE CASE?

10

11 **DANIEL GOTTLIEB:** I'M SORRY. I CAN'T HEAR YOU TOO WELL.

12

13 **SUP. YAROSLAVSKY:** WERE YOU THE PLAINTIFF IN THE CASE?

14

15 **DANIEL GOTTLIEB:** THE MARINA STRAND COLONY WAS THE PLAINTIFF.

16

17 **SUP. YAROSLAVSKY:** DID THEY RAISE ALL OF THE ISSUES THAT YOU
18 WANT US TO?

19

20 **DANIEL GOTTLIEB:** WE RAISED THE ISSUES.

21

22 **SUP. YAROSLAVSKY:** WHAT DID THE COURT DO? THE COURT RULED--

23



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1 **DANIEL GOTTLIEB:** IN THE COURTROOM. THE JUDGE DAVID YAFFE WAS
2 THE JUDGE. THEY FOUND AGAINST THE DEL REY SHORES BECAUSE THEY
3 FAILED TO MENTION--

4

5 **SUP. YAROSLAVSKY:** I DON'T KNOW WHY HE'S HAVING TROUBLE HEARING
6 ME. I DON'T KNOW IF THERE'S A SPEAKER PROBLEM DOWN THERE. HE
7 RULED IN YOUR FAVOR ON HOW MANY OF YOUR COMPLAINTS? YOU HAD A
8 WHOLE LIST OF COMPLAINTS. HOW MANY DID HE RULE IN FAVOR OF?

9

10 **DANIEL GOTTLIEB:** THE ONE HE RULED IN FAVOR OF WAS --

11

12 **SUP. YAROSLAVSKY:** I DON'T WANT TO KNOW WHICH ONES. I WANT TO
13 KNOW HOW MANY. WAS THERE ONE? MAYBE I'LL ASK THE COUNTY
14 COUNSEL. MR. WEISS, HOW MANY--

15

16 **DANIEL GOTTLIEB:** I THINK IT WAS ONE OUT OF FIVE.

17

18 **SUP. YAROSLAVSKY:** EXCUSE ME A SECOND, MR. GOTTLIEB. HOW MANY
19 ISSUES WERE RAISED IN THE LAWSUIT?

20

21 **RICHARD WEISS, COUNSEL:** MADAME CHAIR, SUPERVISOR YAROSLAVSKY,
22 I DON'T KNOW THE EXACT NUMBER. THERE WERE A VARIETY OF
23 SUBSTANTIVE AND PROCEDURAL ISSUES IN THE CASE. THE JUDGE YAFFE
24 RULED AGAINST THE COUNTY IN THE REAL PARTY IN INTEREST ON ONE
25 SINGLE ISSUE.



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1

2 **SUP. YAROSLAVSKY:** ON ONE ISSUE. SO MR. GOTTLIEB IS ASKING US
3 TO OPEN UP A BUNCH OF OTHER ISSUES, THOSE ARE ISSUES THAT THE
4 COUNTY PREVAILED ON IN COURT?

5

6 **RICHARD WEISS, COUNSEL:** THAT IS CORRECT. AND WE HAVE RECEIVED
7 THE LETTER FROM THE PETITIONER'S ATTORNEY AND HAVE REVIEWED
8 IT. WE BELIEVE THAT THE MOTION AS IT STANDS IS LAWFUL. IT
9 DIRECTS STAFF TO PREPARE ADDITIONAL ANALYSIS. STAFF WILL
10 ADDRESS ALL THE ISSUES WE BELIEVE ARE NECESSARY AND WILL BE
11 BROUGHT BACK TO YOUR BOARD. AND WE FEEL COMFORTABLE THAT THE
12 MOTION GIVES US ADEQUATE DIRECTION.

13

14 **SUP. YAROSLAVSKY:** THAT ANSWERS MY QUESTION. I'M SYMPATHETIC,
15 BUT I ALSO DON'T THINK WE CAN UNILATERALLY SURRENDER. I'M
16 SORRY.

17

18 **SUP. BURKE, CHAIR:** I THINK YOU HAVE SOME ADDITIONAL--?

19

20 **DANIEL GOTTLIEB:** WELL, THAT WAS PART OF WHAT I WANTED TO SAY.
21 I ACTUALLY HAVE AN AMENDMENT I THINK YOU SHOULD CONSIDER
22 BECAUSE IF WE GO THROUGH THE SAME PROCESS THAT WE WENT TO
23 BEFORE, THERE WOULD BE ALL KINDS OF ERRORS INTRODUCED. AND SO
24 I WAS HOPING THAT YOU WOULD PUT IN AN AMENDMENT WHICH WOULD
25 REQUIRE ANY COMMENTATOR TO THE RECIRCULATED E.I.R., TO GIVE



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1 HIS NAME, LEVEL OF EDUCATION, EXPERTISE, SUPERVISOR AND
2 EMPLOYER. THIS SHOULD APPLY SPECIFICALLY TO COUNTY STAFF OR
3 CONSULTANTS AND SHOULD BE FOOTNOTED AT THE RELEVANT PASSAGES.
4 AND THE HOPE THERE IS THAT WE WON'T HAVE THE ERRORS. NOW, IF
5 YOU DECIDE ONLY TO FOLLOW THE JUDGE'S ORDER AND HAVE JUST ONE
6 THING, WHICH IS CALCULATION OF THE AMOUNT OF CUBIC WASTE,
7 CUBIC YARDS OF WASTE THAT IS TRANSPORTED AWAY, I HAVE A SET OF
8 QUESTIONS I'D LIKE TO BE PUT INTO THE PROCESS, WHICH THEY'RE
9 SIMPLE QUESTIONS.

10

11 **SUP. BURKE, CHAIR:** ALL RIGHT. DO YOU HAVE A COPY OF THE
12 QUESTIONS?

13

14 **DANIEL GOTTLIEB:** YES.

15

16 **SUP. KNABE:** I THINK THOSE QUESTIONS WOULD BE PART OF THE
17 CIRCULATION, THE RECIRCULATION, IS THAT CORRECT?

18

19 **RICHARD WEISS:** THAT'S CORRECT, SUPERVISOR.

20

21 **SUP. KNABE:** JUST SO WE UNDERSTAND, I JUST DIDN'T MAKE THIS
22 MOTION UP. WE REVIEWED IT WITH COUNTY COUNSEL.

23

24 **DANIEL GOTTLIEB:** IS THIS THE END OF WHAT I CAN SAY? I HAVE
25 DOCUMENTS. THAT IS WHAT I WANTED TO TALK ABOUT.



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1

2 **SUP. BURKE, CHAIR:** YOU HAVE A LIST OF THE THINGS YOU WANT TO
3 BE PRESENTED, RIGHT?

4

5 **DANIEL GOTTLIEB:** YES. I DIDN'T REALIZE I'D HAVE TO SUDDENLY
6 DESCRIBE THE WHOLE SITUATION. I HAVE A PAPER WHICH I CAN READ
7 WITHIN FIVE MINUTES.

8

9 **SUP. BURKE, CHAIR:** WHAT I'M GOING TO ASK YOU TO DO IS GIVE US
10 A COPY OF THAT AND WE WILL MAKE IT A PART OF THE RECORD. GIVE
11 US A COPY AND WE WILL MAKE ADDITIONAL COPIES FOR EVERYONE.

12

13 **DANIEL GOTTLIEB:** I HAVE FIVE COPIES.

14

15 **SUP. BURKE, CHAIR:** AND WE WILL CIRCULATE THOSE. AND THOSE
16 BECOME PART OF THE RECORD, DON'T THEY?

17

18 **RICHARD WEISS, COUNSEL:** YES, MADAME CHAIR. I WOULD ALSO POINT
19 OUT THAT THE PROCESS GOING FORWARD WILL REQUIRE ADDITIONAL
20 CIRCULATION OF THE DOCUMENT. AND MR. GOTTLIEB AND ALL OTHERS
21 WILL HAVE AN OPPORTUNITY TO PROVIDE WRITTEN COMMENTS WHICH
22 WILL BE RESPONDED TO AS PART OF THE ENVIRONMENTAL PROCESS.

23



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1 **SUP. BURKE, CHAIR:** DID YOU HEAR HIM? THERE'S GOING TO BE
2 ANOTHER CIRCULATION OF THE E.I.R., AND YOU'RE GOING TO HAVE A
3 CHANCE TO COMMENT. CAN YOU HEAR ME?

4

5 **DANIEL GOTTLIEB:** WELL, WE WENT THROUGH THAT ALREADY.

6

7 **SUP. BURKE, CHAIR:** I KNOW. BUT THIS IS ANOTHER CIRCULATION.

8

9 **DANIEL GOTTLIEB:** AND WHAT I'M SAYING EXPOSES WHAT I THINK IS
10 THE SOPHISTRY OF THAT. AND I'M ASKING YOU IS TO TRY AND
11 CORRECT IT. I THINK MY QUESTIONS ARE VERY PERTINENT.

12

13 **SUP. BURKE, CHAIR:** AND WILL BE CONSIDERED.

14

15 **SUP. YAROSLAVSKY:** MADAME CHAIR, I THINK THAT'S THE KEY. I
16 THINK THAT HIS LETTER SHOULD BE REVIEWED AND CONSIDERED BY THE
17 STAFF AS THEY PROCEED WITH THIS NEXT STEP. AND IF THEY SEE
18 THINGS IN THIS LETTER THAT ARE VALID AND OUGHT TO BE REVIEWED,
19 THEY OUGHT TO DO IT. AND IF NOT, HE'LL HAVE THE OPPORTUNITY TO
20 COMMENT IN THE CIRCULATION PERIOD.

21

22 **SUP. BURKE, CHAIR:** BECAUSE HE ASKED A QUESTION ABOUT THE TOTAL
23 NUMBER OF CUBIC FEET.

24

25 **DANIEL GOTTLIEB:** DID YOU GET A COPY?



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1

2 **SUP. BURKE, CHAIR:** I GOT A COPY, YES, THANK YOU. MR. LEVINE?

3

4 **DAVID LEVINE:** MY NAME IS DAVID LEVINE. I'M CHIEF OF STAFF TO
5 JERRY B. EPSTEIN WHO IS THE LESSEE OF DEL REY SHORES. MY
6 PURPOSE HERE THIS MORNING IS TO SAY THAT WE'LL COOPERATE WITH
7 THE COUNTY OF LOS ANGELES IN EVERY WAY WE CAN IN ORDER TO
8 FACILITATE CARRYING OUT THE JUDGE'S ORDER. AS COUNTY COUNSEL
9 HAS NOTED, THE JUDGE SPECIFICALLY AND EXPLICITLY STATED THAT
10 NONE OF THE OTHER CONTENTIONS MADE BY THE PLAINTIFFS IN THIS
11 SUIT HAD ANY MERIT. AND THAT'S A QUOTE FROM THE JUDGE'S
12 OPINION. WHAT WE ARE GOING TO DO IS TO ASSIST THE COUNTY IN
13 PROVIDING THE ADDITIONAL ANALYSIS ON THE QUESTION OF THE SOIL
14 EXPORT. WE BELIEVE THAT WE'LL DEMONSTRATE TO THE PUBLIC AND TO
15 THE JUDGE'S SATISFACTION THAT THE AMOUNT OF EXPORT REQUIRED BY
16 THIS PROJECT IS RELATIVELY INSIGNIFICANT GIVEN THE SCOPE OF
17 THIS PROJECT AND IT FALLS WELL WITHIN THE BOUNDARIES,
18 PARAMETERS OF WHAT IS ACCEPTABLE IN A PROJECT OF THIS SIZE.
19 AND WE LOOK FORWARD TO COMING BACK TO YOU AS QUICKLY AS
20 POSSIBLE WITH THE ADDITIONAL ANALYSIS THAT IS CONSISTENT WITH
21 THE COURT'S ORDER. THANK YOU.

22

23 **SUP. BURKE, CHAIR:** DID YOU GET A COPY OF HIS QUESTIONS?

24



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1 **RICHARD WEISS, COUNSEL:** I ASSUME I WILL AT SOME POINT. IT WILL
2 BE PART OF THE ADMINISTRATIVE RECORD. AS COUNTY COUNSEL HAS
3 NOTED, THE MOTION YOU'RE PASSING THIS MOTION SETS UP A PROCESS
4 WHICH INCLUDES A 45-DAY PERIOD FOR THE PUBLIC TO ADDRESS
5 COMMENTS AND QUESTIONS WHICH THEN HAVE TO BE ADDRESSED IN
6 WRITING PRIOR TO COMING BACK FOR A PUBLIC HEARING BEFORE YOUR
7 BOARD. SO I CAN ASSURE YOU THAT EVERY QUESTION THAT HAS BEEN
8 RAISED, IT WILL BE RAISED, WILL BE ADDRESSED FULLY AND
9 COMPLETELY AND PRESUMABLY TO YOUR SATISFACTION.

10

11 **SUP. BURKE, CHAIR:** ALL RIGHT, THANK YOU. MOVED BY KNABE.
12 SECONDED BY MOLINA. WITHOUT OBJECTION, SO ORDERED.

13

14 **SUP. ANTONOVICH:** CAN WE DO 44?

15

16 **SUP. BURKE, CHAIR:** 44. OH, DO YOU MIND TAKING UP 46-C FIRST?

17

18 **SUP. ANTONOVICH:** NO.

19

20 **SUP. BURKE, CHAIR:** C.E.O.? SUPERVISOR YAROSLAVSKY, YOU HELD
21 THAT.

22

23 **SUP. YAROSLAVSKY:** I HELD IT IN THE EVENT THERE WAS ANY
24 DISCUSSION. AND I GATHER THERE IS NO ONE WHO HAS COME HERE. I
25 WANTED TO BE HERE TO VOTE ON IT, AND I WAS GOING TO BE LATE.



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1 THAT WAS THE ONLY REASON I HELD IT. I WANT TO JUST SAY--
2 COMMEND THE C.E.O. FOR WORKING WITH US AND THE REST OF THE
3 BOARD.

4

5 **SUP. BURKE, CHAIR:** MR. GOTTLIEB, THIS ISN'T ON YOUR MATTER.
6 THIS IS ON SOMETHING ELSE.

7

8 **SUP. YAROSLAVSKY:** AND THE COUNTY COUNSEL, IN WORKING WITH MR.
9 LOGAN ON THE CONTRACTUAL LANGUAGE, AND I THINK IT'S A GOOD
10 RESULT. I'LL TURN IT OVER TO MR. FUJIOKA.

11

12 **C.E.O. FUJIOKA:** ONE VERY QUICK COMMENT, PLEASE. FIRST, TODAY
13 WE HAVE-- WE'RE RECOMMENDING THAT DEAN LOGAN IS APPOINTED THE
14 REGISTRAR RECORDER COUNTY CLERK FOR THE COUNTY OF LOS ANGELES.
15 BEFORE YOU, IN ADDITION TO HIS APPOINTMENT, IS A RECOMMENDED
16 SALARY FOR HIS POSITION. AND ALSO ATTACHED TO OUR LETTER TO
17 YOUR BOARD IS A DRAFT EMPLOYMENT AGREEMENT. I'D ASK THERE'S
18 ONE ISSUE THAT WE, UNDER CONFLICT OF INTEREST, WE DID MAKE A
19 VERY SLIGHT MODIFICATION TO THE LANGUAGE SO THAT IT'S
20 CONSISTENT WITH BOTH HOW HE WOULD DEAL WITH INDIVIDUALS WHO
21 CONTRACT WITH THE COUNTY IN GENERAL, BUT EVEN MORE IMPORTANT
22 HOW HE WOULD DEAL WITH THOSE WHO DISTRIBUTE, MANUFACTURE, SELL
23 ELECTION EQUIPMENT OR SYSTEMS. TO MR. LOGAN'S LARGE CREDIT, HE
24 HELPED WITH THIS LANGUAGE. HE IS FULLY IN SUPPORT OF THIS
25 LANGUAGE. HE FEELS THAT IT'S IMPORTANT THAT THIS IS INCLUDED



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1 SO THERE'S NO QUESTIONS WHATSOEVER REGARDING NOT ONLY HIS
2 PROFESSIONAL INTEGRITY BUT THAT OF HIS OFFICE. AND SO TODAY I
3 ASK FOR YOUR SUPPORT TO APPROVE THE APPOINTMENT, SALARY AND
4 THE EMPLOYMENT CONTRACT FOR DEAN LOGAN AS OUR NEXT REGISTRAR-
5 RECORDER AND COUNTY CLERK FOR THE COUNTY OF LOS ANGELES.

6

7 **SUP. YAROSLAVSKY:** I'LL MOVE IT. AND I WANT TO AGAIN THANK MR.
8 FUJIOKA, MR. LOGAN, CITIZENS WHO WORK WITH US AND THE BOARD
9 FOR THIS. I THINK THIS IS GOING TO WORK OUT VERY WELL FOR THE
10 PEOPLE OF LOS ANGELES COUNTY AND FOR OUR DEMOCRATIC PROCESSES.
11 I MOVE APPROVAL.

12

13 **SUP. BURKE, CHAIR:** SECOND BY ANTONOVICH. WITHOUT OBJECTION, SO
14 ORDERED.

15

16 **C.E.O. FUJIOKA:** GREAT, THANK YOU VERY MUCH. [APPLAUSE.]

17

18 **SUP. BURKE, CHAIR:** AND CONGRATULATIONS.

19

20 **SUP. ANTONOVICH:** THE ITEM 44? I GUESS WE NEED THE DIRECTOR OF
21 HEALTH.

22

23 **SUP. BURKE, CHAIR:** AND ARNOLD SACHS, WOULD YOU GET CLOSE BY?
24 OKAY, GREAT. THANK YOU. YES, THANK YOU VERY MUCH.

25



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1 **SUP. ANTONOVICH:** IN REFERENCE TO THE INFORMATION RELATIVE TO
2 POTENTIAL SURGES THAT WE WOULD HAVE, WHAT IS THE OPTIMAL TIME
3 FRAME TO TURN OVER A BED AT L.A.C.-U.S.C.?

4

5 **JOHN SCHUNHOFF:** SUPERVISOR, IF I COULD, I COULD MAKE A COUPLE
6 OF INTRODUCTORY COMMENTS AND THEN TURN THIS OVER TO THE
7 CONSULTANTS FROM F.D.I. THIS IS A-- THESE CONSULTANTS HAD BEEN
8 WORKING WITH THE MEDICAL CENTER, L.A.C.-U.S.C. MEDICAL CENTER
9 IN ORDER TO HELP THEM DETERMINE THE OPTIMAL PATIENT FLOW
10 THROUGH THE MEDICAL CENTER AS THEY MOVED INTO THE NEW
11 HOSPITAL, AMONG OTHER THINGS. AND BACK IN APRIL ON A MOTION BY
12 SUPERVISOR MOLINA, WE WERE INSTRUCTED TO WORK WITH THE C.E.O.
13 AND F.D.I. TO HAVE THEM DO A STUDY TO PRESENT FINDINGS RELATED
14 TO A PATIENT SURGE OF 5, 10, 15, 20 PERCENT. AND TO LOOK AT
15 THE IMPACTS ON THE EMERGENCY DEPARTMENT BOARDING TIME OF THE--
16 IN THE NEW FACILITY DEPENDING UPON AT WHAT LEVEL OF
17 UTILIZATION AND OCCUPANCY THE FACILITY WAS OPERATING. THEY
18 HAVE DONE THIS REPORT. THEY ARE PREPARED TO PRESENT IT HERE TO
19 YOU BRIEFLY THIS MORNING. I KNOW THAT YOU'VE HAD COPIES AND
20 LOOKED AT. CLEARLY THE KEY FINDING OUT OF THIS WAS THAT WHEN
21 WE OPENED THE NEW HOSPITAL, WE HAVE TO OPERATE IT AT A VERY
22 HIGH UTILIZATION RATE IN ORDER TO MAINTAIN THE THROUGHPUT IN
23 THE EMERGENCY DEPARTMENT. AS A RESULT OF THAT, WE HAVE
24 DEVELOPED A CONTINGENCY PLAN FOR ADDITIONAL BEDS AT RANCHO
25 THAT WOULD HELP WITH THIS SURGE AS THE HOSPITAL OPENS, THAT'S



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1 ANTICIPATED AS THE HOSPITAL OPENS. WE'VE ASKED DR. SPAWN HAS
2 HEADED UP THE DEVELOPMENT OF THAT CONTINGENCY PLAN WORKING
3 WITH DR. HALL FROM L.A.C.-U.S.C. AND WITH CAROLYN REED, ALSO
4 FROM L.A.C.-U.S.C. THEY'RE ALL AVAILABLE HERE TO ANSWER
5 QUESTIONS. AND AT THIS POINT I'LL BE-- IF YOU'D LIKE TO HAVE
6 THE REPORT FROM F.D.I., I'LL BE HAPPY TO TURN IT OVER TO THEM.

7

8 **TANNER FLYNN:** GOOD MORNING. I'M TANNER FLYNN. THIS IS MARTY
9 MILLER WITH F.D.I. WE'RE GOING TO BE HEARING FROM ALL OF US
10 TODAY. YOU WON'T BE HEARING IN DETAIL ABOUT EACH OF THE
11 SLIDES. WE'RE GOING TO BE FOCUSING ON THE SLIDES THAT HAVE
12 MOST IMPACT AND HAVE MOST IMPORTANCE HERE TODAY. IF YOU HAVE
13 ANY QUESTIONS, PLEASE LET US KNOW.

14

15 **SUP. ANTONOVICH:** THE QUESTION WHAT IS THE OPTIMAL TIME FRAME
16 TO TURN OVER A BED AT L.A.C.-U.S.C.?

17

18 **MARTY MILLER:** WELL, IF YOU LOOK AT-- WE'RE GOING TO TALK ABOUT
19 OCCUPANCY AND THE UTILIZATION THAT YOU HAVE TO GET TO. AND AT
20 95 PERCENT, YOU'VE GOT A WINDOW OF ABOUT 4.2 HOURS MAXIMUM. SO
21 YOUR OPTIMAL TIME HAS GOT TO BE WITHIN THAT WINDOW. I BELIEVE
22 THERE'S SOME DATA NOW THAT SAYS THE TURNOVER TIME IS IN THE
23 ORDER OF ABOUT TWO HOURS. BUT I DON'T HAVE SPECIFIC DATA ON
24 THAT.

25



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1 **SUP. ANTONOVICH:** HOW HAS THE DEPARTMENT TAKEN STEPS TO
2 MAINTAIN A 95 PERCENT UTILIZATION?

3

4 **DR. STEPHANIE HALL:** CURRENTLY, OUR UTILIZATION AT L.A. COUNTY
5 U.S.C., DEPENDING UPON THE PARTICULAR UNIT, VARIES BETWEEN
6 ABOUT 95 PERCENT. IN THE NEW FACILITY, WE ANTICIPATE THAT WE
7 WILL BE ABLE TO OPERATE AT A HIGHER OCCUPANCY BECAUSE OF THE
8 NUMBER OF PRIVATE ROOMS. AND IT ELIMINATES THE CHALLENGE OF
9 GENDER AND INFECTION CONTROL ISSUES. SO WHILE IT IS NOT IDEAL,
10 IT IS, WE ANTICIPATE, POSSIBLE TO OPERATE AT A HIGHER
11 OCCUPANCY.

12

13 **SUP. ANTONOVICH:** DOES RANCHO LOS AMIGOS HAVE APPROPRIATE STAFF
14 TO TAKE ANY ADDITIONAL CAPACITY FROM THE OVERLOAD AT U.S.C.?

15

16 **DR. ROBERT SPLAWN:** MAYBE I CAN ANSWER THAT, SUPERVISOR.
17 CURRENTLY WE HAVE AVAILABLE TODAY 61 ADDITIONAL BEDS THAT CAN
18 BE USED AND FUNCTIONAL AT RANCHO. 25 OF THOSE BEDS CAN BE
19 STAFFED VERY QUICKLY THROUGH THE USE OF RELIEF NURSES,
20 TRAVELERS, ET CETERA. AND ANY OTHERS WE COULD BRING IN
21 ADDITIONAL TRAVELERS, OR ACTUALLY REGISTRY AND THEN HIRE TO
22 STAFF THE ADDITIONAL 61 BEDS.

23

24 **SUP. ANTONOVICH:** WHAT ARE THE FUNDING SOURCES FOR THESE
25 ADDITIONAL BEDS?



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1

2 **DR. ROBERT SPLAWN:** FUNDING? CURRENTLY 189 OF THOSE BEDS ARE
3 BUDGETED. SO WE WOULD HAVE TO LOOK AT ADDITIONAL FUNDS TO
4 COVER THE ADDITIONAL BEDS. HOWEVER, THERE WILL BE SOME REVENUE
5 OFFSET FROM THOSE PATIENTS. WE ARE WORKING ON FIGURING OUT
6 WHAT THAT WOULD ACTUALLY BE AT PRESENT.

7

8 **SUP. BURKE, CHAIR:** THEY ARE DOING A VIDEO-- AREN'T YOU DOING
9 A--

10

11 **C.E.O. FUJIOKA:** BUT THE FIRST 25 ARE CURRENTLY FUNDED.

12

13 **DR. ROBERT SPLAWN:** THAT'S CORRECT.

14

15 **C.E.O. FUJIOKA:** THE 25 ARE. AND THEN ONCE YOU START GETTING
16 EXPERIENCE WITH THE PATIENT POPULATION, YOU REALIZE THAT WE'LL
17 SEE WHAT KIND OF REVENUE WILL COME IN.

18

19 **SUP. KNABE:** I THOUGHT WE WOULD GO THROUGH THE REPORT FIRST.

20

21 **C.E.O. FUJIOKA:** WE SHOULD.

22

23 **SUP. MOLINA:** WILL IT BE ON THE SCREEN?

24

25 **SPEAKER:** NO.



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1

2 **SUP. MOLINA:** WHY NOT?

3

4 **SPEAKER:** WE WERE ASKED TO BRING HARD COPIES.

5

6 **SUP. ANTONOVICH:** LET ME ASK ONE OTHER. ARE THE 25 BEDS AT
7 RANCHO EQUIPPED WITH PROPER EQUIPMENT, SUCH AS OXYGEN
8 CAPACITIES?

9

10 **SPEAKER:** YES.

11

12 **SUP. BURKE, CHAIR:** I HEARD HIM SAY VIDEO, I THOUGHT.

13

14 **SPEAKER:** IF THE SUPERVISOR COULD PREFER TO DO IT ON THE
15 SCREEN, WE CAN.

16

17 **SPEAKER:** WE HAVE IT AVAILABLE?

18

19 **SUP. BURKE, CHAIR:** YES, OKAY. DO YOU WANT TO GO THROUGH-- WE
20 HAVE ONE OTHER ITEM 27, SUPERVISOR YAROSLAVSKY WAS HOLDING.
21 WHILE THEY'RE GETTING THAT SET UP-- BECAUSE I REALLY THOUGHT I
22 HEARD VIDEO. BUT I WAS BACK THERE. SO I MISUNDERSTOOD. YOU
23 HAVE AN AMENDMENT.

24



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1 **SUP. YAROSLAVSKY:** SUPERVISOR KNABE AND I HAVE AN AMENDMENT. IN
2 APRIL OF 2007, THE BOARD OF SUPERVISORS INSTRUCTED THE
3 DIRECTOR OF REGIONAL PLANNING AND COUNTY COUNSEL TO DEVELOP AN
4 ORDINANCE ESTABLISHING A HEARING EXAMINER PROCEDURE FOR MAJOR
5 LAND USE PROCEDURES FOR THE UNINCORPORATED AREAS OF LOS
6 ANGELES COUNTY. THIS PROCEDURE WAS DESIGNED TO
7 INSTITUTIONALIZE COMMUNITY INPUT AT AN EARLIER STAGE IN THE
8 DECISION-MAKING PROCESS, THEREBY GIVING PLANNERS, APPLICANTS
9 AND THE REGIONAL PLANNING COMMISSION CLEARER FEEDBACK AS TO
10 HOW PROPOSED PROJECTS CAN BE IMPROVED. THE HEARING EXAMINER
11 PROCEDURE WOULD ALSO MAKE IT EASIER FOR COMMUNITY MEMBERS TO
12 PARTICIPATE IN THE PLANNING PROCESS BY ENSURING THAT PUBLIC
13 HEARINGS WOULD BE HELD IN THE COMMUNITY WHERE MAJOR PROJECTS
14 ARE LOCATED. THE BOARD ADDITIONALLY DIRECTED THE DEPARTMENT OF
15 REGIONAL PLANNING TO DEVELOP AN IMPLEMENTATION PROGRAM, WHICH
16 IS ATTACHED TO THIS ORDINANCE, TO HELP EXPEDITE THE PROCESSING
17 OF LAND USE APPLICATIONS. WHILE THE DRAFT ORDINANCE
18 ACCOMPLISHES MANY OF THESE GOALS AND SHOULD ULTIMATELY BE
19 APPROVED, SEVERAL DETAILS OF THE PROPOSED ORDINANCE AND
20 IMPLEMENTATION PROGRAM NEED TO BE AMENDED. FIRST, THE DRAFT
21 IMPLEMENTATION PROGRAM MUST BE MODIFIED IN ORDER TO ENSURE
22 THAT THE HEARING EXAMINER PROCESS CAN BE USED TO CONSIDER
23 LARGE-SCALE AND COMPLEX LAND USE DECISIONS, SUCH AS THE
24 N.B.C.-UNIVERSAL VISION PLAN AND MANY OF THE LAND USE
25 APPLICATIONS IN MARINA DEL REY, FOR EXAMPLE, THAT ARE



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1 CURRENTLY BEING REVIEWED BY THE REGIONAL PLANNING DEPARTMENT
2 SPECIAL PROJECTS SESSION. SECOND, THE DRAFT ORDINANCE MAKES
3 SEVERAL CHANGES TO THE COUNTY'S ZONING CODE THAT ARE NOT
4 DIRECTLY RELATED TO THE HEARING EXAMINER PROCEDURE. WHILE SOME
5 OF THESE CHANGES ARE WORTHWHILE THEY SHOULD BE CONSIDERED ON
6 THEIR OWN MERITS AND SHOULD NOT BE ADDED AS UNRELATED
7 AMENDMENTS TO THIS ORDINANCE. THIRDLY THE SECTION OF THIS
8 ORDINANCE THAT CODIFIES WHICH CASES WOULD BE SENT TO THE
9 REGIONAL PLANNING COMMISSION AND WHICH CASES WOULD BE SENT TO
10 THE HEARING OFFICER SHOULD BE ELIMINATED BECAUSE THIS SECTION
11 IS NOT NECESSARY TO IMPLEMENT THE HEARING EXAMINER PROCEDURE.
12 WE THEREFORE MOVE THAT THE BOARD OF SUPERVISORS INSTRUCT
13 COUNTY COUNSEL AND THE DEPARTMENT OF REGIONAL PLANNING TO
14 PREPARE THE FINAL ORDINANCE AND IMPLEMENTATION PROGRAM FOR
15 ADOPTION BY THE BOARD OF SUPERVISORS WITH ALL OF THE FOLLOWING
16 AMENDMENTS AND REPORT BACK TO THE BOARD ON AUGUST 5TH, 2008.
17 THAT'S FOUR WEEKS. ONE, REVISE THE IMPLEMENTATION PROGRAM TO
18 EXPLICITLY ALLOW THE DIRECTOR TO UTILIZE THE HEARING EXAMINER
19 PROCEDURE FOR ANY LAND USE MATTER THAT IS CURRENTLY BEING
20 CONSIDERED BY THE SPECIAL PROJECTS SECTION, EVEN IF THE
21 APPLICATION WAS FILED PRIOR TO THE EFFECTIVE DATE OF THIS
22 ORDINANCE. TWO, REMOVE THE PROVISIONS OF THE PROPOSED
23 ORDINANCE THAT WOULD ALLOW THE DIRECTOR OF REGIONAL PLANNING
24 TO INITIATE ZONING CHANGES OR AMENDMENTS, DEVELOPMENT
25 AGREEMENTS, USE PERMITS, VARIANCES AND ALL OTHER LAND USE



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1 DECISIONS THAT ARE UNRELATED TO THE HEARING EXAMINER
2 PROCEDURE. THREE, REMOVE THE SECTION OF THE ORDINANCE THAT
3 WOULD CODIFY WHICH CASES ARE ASSIGNED TO THE HEARING OFFICER
4 AND WHICH ARE ASSIGNED TO THE REGIONAL PLANNING COMMISSION.
5 INSTEAD THIS SECTION OF THE ORDINANCE SHOULD BE MODIFIED TO
6 ELIMINATE CONFLICTS WITH OTHER PROVISIONS OF THE ZONING CODE
7 AND BE INCORPORATED INTO THE FINAL IMPLEMENTATION PROGRAM
8 WHOSE GUIDELINES TO BE USED BY THE DIRECTOR. FOUR, AS
9 RECOMMENDED BY STAFF, REMOVE THE PORTION OF THE IMPLEMENTATION
10 PROGRAM THAT REFERENCES THE PARTICIPATION OF THE ADVANCED
11 PLANNING LAND DIVISIONS AND SPECIAL PROJECTIONS SESSIONS IN
12 THE HEARING EXAMINER PROGRAM.

13

14 **SUP. KNABE:** I'LL SECOND THAT, MADAME CHAIR. MADAME CHAIR, I
15 SECOND THAT. JUST, I GUESS THROUGH THE DEPARTMENT, THE THING
16 THAT IS CONCERNING MORE THAN ANYTHING, YOU AND I ORIGINALLY
17 BROUGHT THIS MOTION IN APRIL OF 2007. SO IT'S BEEN QUITE A
18 WHILE. SORT OF A CONCERN THAT IT TOOK SO LONG TO DO THIS. AT
19 LEAST WE'RE THERE. THE OTHER PART BEING, OBVIOUSLY AT SOME
20 POINT THE DEPARTMENT IS GOING TO HAVE TO BE SOME KIND OF
21 OUTREACH SO THAT THE PUBLIC UNDERSTANDS WHAT EXACTLY WE'VE
22 DONE TO MAKE IT EASIER. BUT ALSO THEY UNDERSTAND IT MAY ADD
23 SOME TIME TO THE PROCESS, AS WELL, TOO, BY ESTABLISHING THIS
24 ADDITIONAL LAYER.

25



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1 **SUP. BURKE, CHAIR:** IT'S MOVED BY YAROSLAVSKY, SECONDED BY
2 KNABE; WITHOUT OBJECTION, SO ORDERED.

3

4 **SUP. KNABE:** AS AMENDED.

5

6 **SUP. BURKE, CHAIR:** AS AMENDED. WOULD YOU LIKE TO DO YOUR--

7

8 **SUP. YAROSLAVSKY:** ADJOURNING?

9

10 **SUP. BURKE, CHAIR:** MOLINA, YOU HAVE YOUR ADJOURNMENTS?

11

12 **SUP. MOLINA:** ...IN THE MEMORY OF MRS. MARY LOU MARQUEZ, THE
13 BELOVED GRANDMOTHER OF MY STAFF MEMBER, ROXANE MARQUEZ. MARY
14 AND HER HUSBAND MANUEL LIVED IN EL SERENO FOR OVER 50 YEARS.
15 THEY RAISED THREE CHILDREN, SAMUEL, JOSEPH AND EVELYN. A
16 HOMEMAKER FOR MANY YEARS, MARY EVENTUALLY WORKED FOR SEVERAL
17 DECADES AT THE MILLER BREWING COMPANY IN IRWINDALE WHERE SHE
18 WAS NEVER LATE AND NEVER MISSED A DAY OF WORK. MARY'S COLORFUL
19 STORIES INCLUDE MEMORIES OF SWING DANCING WITH LIVE BIG BANDS,
20 TAKING THE RED CAR ALL THE WAY TO THE BEACH, SHOPPING IN THE
21 SWANKY DEPARTMENT STORES ALONG BROADWAY AND SPRING STREET IN
22 DOWNTOWN LOS ANGELES, WEARING A HAT, GLOVES AND STOCKINGS TO
23 DODGER BASEBALL GAMES DURING THE '50S AND '60S. MARY MARQUEZ
24 WAS IMMENSELY PROUD OF HER MEXICAN AMERICAN HERITAGE AND WAS A
25 STAUNCH SUPPORTER OF THE DEMOCRATIC PARTY. OUR THOUGHTS AND



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1 PRAYERS ARE WITH ROXANE AND HER FAMILY DURING THIS DIFFICULT
2 TIME.

3

4 **SUP. BURKE, CHAIR:** SO ORDERED.

5

6 **SUP. MOLINA:** I'D ALSO LIKE TO ASK THAT WE ADJOURN IN MEMORY OF
7 CITY OF INDUSTRY COUNCILMEMBER, PAUL BIELEC, WHO HAS PASSED
8 AWAY AT THE AGE OF 83. WE WANT TO EXTEND OUR DEEPEST
9 CONDOLENCES TO HIS FAMILY, FRIENDS AND PROFESSIONAL
10 COLLEAGUES.

11

12 **SUP. KNABE:** I'D LIKE TO JOIN IN THAT.

13

14 **SUP. MOLINA:** I'D ALSO LIKE TO ASK THAT WE ADJOURN IN MEMORY OF
15 CONCHITA PLANA, THE BELOVED MOTHER OF ACTOR AND ARTS ACTIVIST,
16 TONY PLANA. CONCHITA WAS BORN IN HAVANA, CUBA AND ARRIVED IN
17 THE UNITED STATES IN 1960. AFTER WORKING IN THE BANKING
18 INDUSTRY FOR OVER 35 YEARS, SHE RETIRED AND DEVOTED HER TIME
19 TO HER FAMILY, WHICH INCLUDES HER HUSBAND OF 57 YEARS, JOSE
20 PEPE PLANA AND THEIR THREE SONS. WE WANT TO EXTEND OUR
21 HEARTFELT CONDOLENCES TO THE ENTIRE PLANA FAMILY.

22

23 **SUP. BURKE, CHAIR:** SO ORDERED. I HAVE JUST ONE ADJOURNMENT.
24 LIONEL ENRIQUE UMANA, LONG TIME SECOND DISTRICT RESIDENT AND
25 FATHER OF EXECUTIVE OFFICE EMPLOYEE YVONNE UMANA. HE PASSED



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1 AWAY JULY 6TH AFTER AN EXTENDED BATTLE WITH LEUKEMIA. HE
2 LEAVES TO CHERISH HIS MEMORY HIS WIFE, ISOLA ESTRADA, HIS
3 DAUGHTER, YVONNE, AND SONS EDUARDO, LIONEL, JR., ALONG WITH A
4 HOST OF FAMILY AND FRIENDS. SUPERVISOR YAROSLAVSKY, YOUR
5 ADJOURNMENTS? SO ORDERED.

6

7 **SUP. YAROSLAVSKY:** THE ONLY ONE I HAD MR. ANTONOVICH DID BEFORE
8 I ARRIVED IS IKE STARKMAN-- OR ISAAC STARKMAN. WE KNEW HIM AS
9 IKE. PASSED AWAY SUDDENLY IN FLORIDA OVER THE WEEKEND. IKE WAS
10 A LONG-TIME PERSONAL FRIEND OF MINE, ACTIVE IN THE COMMUNITY,
11 VERY SUCCESSFUL BUSINESSMAN, FOUNDED JERRY'S DELIS. HIS FIRST
12 DELI, I BELIEVE, WAS STARKY'S UP IN THE BEVERLY CENTER. TURNED
13 THAT WHOLE CHAIN INTO A VERY SUCCESSFUL RESTAURANT
14 DELICATESSEN OPERATION. HE WAS VERY GENEROUS IN THE COMMUNITY,
15 VERY ACTIVE IN OUR COMMUNITY. AND I WOULD ASK TO JOIN ON THE
16 ADJOURNING MOTION FOR IKE STARKMAN

17

18 **SUP. KNABE:** I'D LIKE TO JOIN IN THAT, AS WELL.

19

20 **SUP. BURKE, CHAIR:** ALL MEMBERS. SUPERVISOR KNABE YOUR
21 ADJOURNMENTS?

22

23 **SUP. KNABE:** WE ADJOURN OF BRIAN RONALD MILNE, OF LAKEWOOD WHO
24 PASSED AWAY AT THE AGE OF 74. HE AND HIS BEST FRIEND, ROD
25 BOEHME, STARTED GOLDENWEST ENVELOPE AND PRINTING, 1977. HE



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1 LOVED CARS, ENJOYED PLAYING POOL. WILL BE DEEPLY MISSED BY HIS
2 FAMILY AND FRIENDS. HE IS SURVIVED BY HIS WIFE OF 55 YEARS,
3 JEAN. CHILDREN STUART, RONALD, LYLE, ROBERT AND JUDY, 10
4 GRANDCHILDREN AND FIVE GREAT GRANDCHILDREN. ALSO WE ADJOURN IN
5 MEMORY OF MANDO RAMOS, TWO TIME BOXING LIGHTWEIGHT WORLD
6 CHAMPION PASSED AWAY RECENTLY. HE WAS BORN IN LONG BEACH WHERE
7 HE ATTENDED POLY HIGH. AT AGE 20 BECAME THE YOUNGEST
8 LIGHTWEIGHT CHAMPION IN HISTORY. HE FOUGHT 10 WORLD TITLE
9 FIGHTS AND WAS RECENTLY INDUCTED INTO CALIFORNIA'S BOXING HALL
10 OF FAME. HIS TOUGHEST BATTLE WAS AT THE END OF HIS BOXING
11 CAREER, WHERE HE FOUGHT THE EFFECTS OF ALCOHOL AND DRUG
12 ADDICTION. HE OVERCAME THOSE ADDICTIONS AND STAYED CLEAN AND
13 SOBER FOR NEARLY 30 YEARS. HE WENT ON TO START A NONPROFIT
14 YOUTH ORGANIZATION, BOXING AGAINST ALCOHOL AND DRUGS. DEVOTED
15 MUCH OF HIS TIME TO GIVING ANTI-ADDICTION LECTURES AT HIGH
16 SCHOOLS AS WELL AS COACHING AND MENTORING INNER CITY AT RISK
17 YOUTHS. HE IS SURVIVED BY HIS WIFE AND SON, FOUR GRANDCHILDREN
18 AND A NIECE. ALSO WE ADJOURN IN MEMORY OF CINDY VEGA, THE
19 WARREN HIGH SCHOOL'S A.S.B. ADVISOR, WHO RECENTLY PASSED AWAY
20 AT THE VERY YOUNG AGE OF 29. FOLLOWING HER GRADUATION FROM
21 WARREN, SHE RECEIVED HER BACHELOR'S DEGREE FROM SAN DIEGO
22 STATE AND TEACHING CREDENTIALS FROM POINT LOMA. SHE RETURNED
23 AS A FULL-TIME MATH TEACHER LEADING THE PEP SQUAD FROM 2003 TO
24 2005. SHE TOOK THE REINS AS A.S.B. ADVISOR. SHE SPENT HER
25 ENTIRE LIFE GIVING TO OTHERS. SHE FOUND PLEASURE IN MAKING



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1 THINGS HAPPEN AND ALWAYS WANTED TO MAKE OTHERS HAPPY. SHE WILL
2 BE MISSED BY HER FAMILY AND FRIENDS. SHE IS SURVIVED BY HER
3 PARENTS. AND THEN FINALLY THAT WE ADJOURN IN MEMORY OF
4 HORTENSIA MAGANA, WHO PASSED AWAY ON TUESDAY, JULY 1ST. SHE
5 WAS A RESIDENT OF RANCHO PALOS VERDES. SHE WAS A CO-OWNER OF
6 NORWALK BASED DIANA'S MEXICAN FOOD PRODUCTS, WHICH INCLUDED A
7 STRING OF RESTAURANTS AND TORTILLA PLANT. SHE WAS A FOUNDING
8 MEMBER OF THE MEXICAN CHAMBER OF COMMERCE. AND SHE SERVED ON
9 MANY ORGANIZATIONS AND WAS VERY GIVING. SHE IS SURVIVED BY HER
10 HUSBAND, SAM, SON SAM, JR., DAUGHTERS, SEVEN GRANDCHILDREN,
11 HER MOTHER, 11 BROTHERS AND SISTERS.

12

13 **SUP. BURKE, CHAIR:** SO ORDERED. ALL RIGHT. THANK YOU. WE'RE
14 READY TO PROCEED NOW.

15

16 **SPEAKER:** WHAT WE'D LIKE TO DO FIRST IS SHOW YOU THE SUMMARY OF
17 THE RECOMMENDATIONS. IN OUR ESTIMATION, WE EXPECT 5 PERCENT
18 INCREASE IN NEW PATIENT ARRIVALS AT THE MEDICAL CENTER, BUT 10
19 TO 15 PERCENT ARE ALSO POSSIBLE. ALSO THAT THE HOSPITAL WILL
20 OPEN AT WHAT WE CALL THE TIPPING POINT. IN OTHER WORDS, THE
21 HOSPITAL IS GOING TO BE VERY FULL ON DAY ONE. THAT'S AN
22 EXTREMELY IMPORTANT POINT AS WE GO THROUGH THIS TODAY. THE
23 NEXT POINT GOES TO THE FACT THAT WE FEEL THE HOSPITAL NEEDS TO
24 BE OPERATED AT A MINIMUM 90 PERCENT UTILIZATION TO MEET YOUR
25 SEVEN-HOUR BOARDING TIME THAT YOU'RE LOOKING FOR IN THE



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1 EMERGENCY DEPARTMENT, AND NEEDS TO BASICALLY HAVE 100 PERCENT
2 OF ITS POSSIBLE BEDS OPEN AT THAT POINT. AND THE LAST POINT IS
3 TO DEVELOP YOUR CONTINGENCIES NOW BEFORE THE E.D. OPENS.

4

5 **SPEAKER:** WE WON'T SPEND A LOT OF TIME ON THE NEXT COUPLE OF
6 SLIDES, BUT AS A POINT OF BACKGROUND, WHAT THE STUDY DOES, THE
7 SIMULATION, IT ACTUALLY ANSWERS THE WHAT IF SCENARIOS. GIVEN
8 THE INFORMATION BASED ON HOW THE FACILITY IS ACTUALLY BUILT,
9 ALL OF THE VOLUMES THAT ARE CURRENTLY EXPECTED, CURRENTLY
10 HAPPENING, GO INTO THE MODEL. WE CAN ANSWER THE QUESTIONS WHAT
11 IF AND HOW MUCH, WHAT IS THE IMPACT? NEXT SLIDE. WE DID USE
12 ALL OF THE ACTUAL PROCESS MAP DEVELOPED FOR THE EMERGENCY
13 DEPARTMENT. THESE ARE THE REAL FLOWS, HOW IT WILL OPERATE IN
14 THE REAL FACILITY. SO YOUR MODEL IS BEHAVING HOW THE ACTUAL
15 FACILITY WILL BEHAVE WHEN IT'S OPENED. AND OBVIOUSLY ALL OF
16 THE CONSTRAINTS OF THE MODEL, FROM STAFFING TO NUMBER OF BEDS,
17 ARE ALL FROM THE AS-BUILT OF THE FACILITY WHEN IT WILL OPEN
18 DAY ONE. THIS IS A GLOSSARY OF TERMS. I WON'T GO THROUGH THESE
19 IN DETAIL, BUT SOME OF THE IMPORTANT ONES WE'LL TOUCH ON
20 TODAY, LEFT WITHOUT BEING SEEN. L.W.B.S. THOSE ARE PATIENTS
21 WHO ARRIVE, BUT THEN THEY LEAVE BEFORE THEY SEE A DOCTOR. THEY
22 GO HOME. IT'S IMPORTANT TO REMEMBER THAT HAPPENS A LOT WHEN
23 BOARDING TIMES ARE LONG. AND THOSE ARE OFTENTIMES PEOPLE WHO
24 ARE VERY SICK. THEY NEED TO BE ADMITTED TO THE FACILITY. SO
25 THAT'S AN INDICATOR THAT IT'S IMPORTANT FOR US TO WATCH. WE'RE



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1 ALSO GOING TO TALK ABOUT UTILIZATION VERSUS AVERAGE DAILY
2 CENSUS. SO YOU CAN THINK OF THE DIFFERENCE-- AVERAGE DAILY
3 CENSUS IS TAKEN AT A POINT IN TIME. HOW MANY PEOPLE ARE IN THE
4 BEDS AT MIDNIGHT. THAT'S WHEN IT'S TYPICALLY TAKEN. AN
5 INDUSTRY TERM THAT YOU'LL HEAR A LOT IN HOSPITALS. IN
6 SIMULATION, WE LOOK AT THAT. BUT MORE IMPORTANTLY WE LOOK AT
7 UTILIZATION. UTILIZATION TAKES THAT TIME WHEN THE PATIENT WAS
8 IN THE BED BETWEEN MIDNIGHT AND A GIVEN POINT IN TIME, LOOKS
9 AT WHEN THAT PATIENT WAS DISCHARGED, LOOKS AT HOW LONG THE BED
10 WAS OPEN. AND THEN BEFORE THE NEXT PATIENT GOT IN. BECAUSE
11 DEPENDING UPON HOW YOUR NUMBERS CAN GET A LITTLE FUNNY IF YOU
12 DON'T DO THAT. YOU TO HAVE A PATIENT IN A BED FOR ONLY A FEW
13 HOURS A DAY IF IT'S TAKEN AT ONLY A POINT IN TIME. BUT YOUR
14 BED IS UNDER UTILIZED, YOU'RE NOT YOU UTILIZING IT. SO WHEN WE
15 LOOK IN THE MODEL, WE'RE GOING TO TALK ABOUT UTILIZATION.

16

17 **SPEAKER:** THE MAIN DIFFERENCE HERE IS, IF YOU LOOK ON THIS
18 CHART, IF WE TAKE AN AVERAGE DAILY CENSUS, IS BED LOOKS 100
19 PERCENT OCCUPIED. IF WE LOOK AT UTILIZATION, IT'S ONLY 75
20 PERCENT FULL DURING THE COURSE OF THE DAY. WE FOCUS ON THAT
21 GAP BETWEEN THE TWO BLUE SPOTS THERE, AND IMPROVING THAT HELPS
22 YOUR THROUGHPUT IN THE HOSPITAL AND TAKE CARE OF MORE PATIENTS
23 IN THE FACILITY. THIS IS THE SAME EXAMPLE, GOING TO THE
24 QUESTION THAT WAS ASKED A LITTLE EARLIER, ABOUT HOW MUCH TIME
25 IS AVAILABLE TO TURN THE BEDS. WE'RE GOING TO TALK ABOUT 95



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1 PERCENT UTILIZATION. IT'S A VERY IMPORTANT THING TO THINK
2 FIRST OFF JUST, 95 PERCENT OF THE HOURS IS 22.8. IN THE COURSE
3 OF A DAY, THAT LEAVES US WITH 1.2 HOURS. WHEN WE GET THROUGH
4 THAT PROCESS, WITH LENGTH OF STAY FOR A DAY, IT GIVES US,
5 BASICALLY AS MARTY SAID IN ANSWER TO THE QUESTION PLACED, 4.2
6 HOURS TO TURN THE BED. AND CURRENTLY WE HAVE SOME ANECDOTAL
7 DATA THAT'S SHOWING THE MED CENTER'S DOING IT IN ABOUT TWO
8 HOURS. SO THAT'S A GOOD THING THERE. THERE'S A COUPLE OF
9 THINGS IN THE MODELING ASSUMPTIONS THAT WE WANTED TO POINT OUT
10 TO YOU TODAY. SPECIFICALLY THE BOTTOM ONE IS ONE THAT WE WANT
11 TO POINT OUT IN THIS PROCESS. WHEN WE TALK ABOUT LEAVING
12 WITHOUT BEING SEEN, AS THE HOSPITAL FILLS UP AND GETS FULL,
13 THEN THE EMERGENCY DEPARTMENT FILLS UP LIKEWISE. AS THE
14 EMERGENCY DEPARTMENT FILLS UP, THE WAITING ROOM FILLS UP. AS
15 THE WAITING ROOM FILLS UP, THE AMOUNT OF PATIENTS WAITING TO
16 GET INTO A BED STARTS TO GROW. WE HAVE AN ASSUMPTION BUILT
17 INTO OUR MODEL THAT IS FAIRLY COMMON FOR US IN THIS PROCESS,
18 THAT WE SAY THAT A PATIENT, ONCE THEY GET THAT 24-HOUR MARK OF
19 WAITING TO GET TO BE SEEN BY SOMEONE, WILL GO HOME AND COME
20 BACK AT A DIFFERENT TIME IN THE PROCESS. THIS NUMBER IS GOING
21 TO GET REAL BIG AS WE FILL UP THE HOSPITAL. AND IT'S SOMETHING
22 THAT WE HAVE TO KEEP TRACK OF. GETTING REAL BIG IS NOT A GOOD
23 THING BECAUSE SOME OF THESE PATIENTS NEED TO HAVE URGENT CARE.
24 THEY ARE NOT JUST YOUR CUTS AND BRUISES. THESE ARE PATIENTS,
25 USUALLY 5 TO 10 PERCENT, NEED TO BE ADMITTED TO THE HOSPITAL.



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1 THE THINGS THAT WE'RE UPDATING IN THIS PROCESS THAT YOU ASKED
2 US TO DO, JUST TO GIVE YOU A QUICK SUMMARY, WE UPDATED ANNUAL
3 ARRIVALS, THE INPATIENT ADMITS FROM A FEW OF THE SOURCES.
4 THESE BOTTOM TWO ARE TWO THINGS THAT THE HOSPITAL HAS MADE
5 GREAT STRIDES ON THAT ARE VERY DIFFICULT TO ACCOMPLISH. THE
6 LENGTH OF STAY WAS AT 6.2 IN OUR ORIGINAL MODEL, AND WE TOOK
7 IT DOWN TO 5.5 AND THEY'RE BELOW THAT TODAY. THIS IS AN
8 IMPORTANT THING THAT IS NOT EASILY ATTAINED. THE OTHER THING
9 THAT THEY'VE MADE GREAT PROGRESS ON FROM THE FIRST MODEL IS
10 THAT THEIR AVERAGE INPATIENT DISCHARGE TIME OF DAY WENT FROM
11 4:30 TO 2:00. THIS IS SORT OF LIKE IF YOU'RE IN A HOTEL,
12 GETTING PATIENTS OUT OF THE HOSPITAL IS IMPORTANT BEFORE YOU
13 CAN GET PATIENTS INTO THE HOSPITAL. AND IMPACTS A LOT OF HOW
14 WE RUN THE HOSPITAL AND HOW FULL IT HAS TO BE. AND THIS IS
15 JUST A LITTLE BREAKOUT OF THE NUMBER OF THE ARRIVAL RATES AND
16 HOW THEY ARE BROKEN OUT. THE NEXT THING IS A COUPLE OF
17 DEFINITIONS FOR YOU. WE'RE GOING TO SHOW YOU AVERAGES OR
18 MEANS. WHEN WE TALK ABOUT THE E.D. BOARDING TIME, YOUR
19 DEFINITION THAT IS IMPORTANT TO REMEMBER IS THE MEDIAN. THE
20 WAY TO THINK ABOUT A MEDIAN, THOUGH, IS IT IS THAT MIDDLE
21 NUMBER IN THE CALCULATION. SO IF I'VE GOT FIVE FINGERS UP,
22 IT'S THAT MIDDLE FINGER, THAT'S THE MEDIAN, WHETHER THEY'RE
23 ALL ZEROS OR WHATNOT. STATISTICALLY THAT'S A LITTLE BIT
24 DIFFERENT WAY TO LOOK AT NUMBERS. KEEP THAT IN MIND TODAY. THE
25 NEXT CHART JUST IS THE BASIC ONE THAT TALKS ABOUT WHAT WE WERE



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1 ASKED TO GO AFTER, THAT 5, 10, 15, 20 PERCENT INCREASE IN
2 SURGE. YOU'LL SEE THAT 5 PERCENT IN INCREMENTS, THAT'S ABOUT
3 23 PATIENTS A DAY. THE BASELINE'S ABOUT 460 PATIENTS A DAY,
4 WHICH IS STILL PRETTY SIMILAR TO TODAY'S NUMBERS AND VOLUMES.
5 AND WE'RE SAYING THAT WE'VE GOT TO BE CAREFUL AND MINDFUL THAT
6 WE'RE REALLY TALKING ABOUT 5, 10, 15 PERCENT BEING A
7 REASONABLE EXPECTATION WHEN WE'RE TALKING ABOUT INCREMENTS OF
8 23 PATIENTS A DAY, THAT'S NOT A LOT OF PATIENTS IN THE
9 PROCESS. TO GET UP TO THAT 20 PERCENT IS MORE OF AN
10 EXTRAORDINARY EVENT OR A NUMBER OF YEARS OUT IN THE PROCESS
11 FOR YOU. NEXT CHART BASICALLY JUST TO GIVE YOU A LITTLE FEEL
12 FOR WHAT THE MODEL DOES, WE HAVE YOUR ACTUAL ARRIVAL OF
13 PATIENTS COMING IN BY WALKING IS THE BLUE LINE, AND YOUR
14 E.M.S. OR AMBULANCE PATIENTS THE BOTTOM, BY HALF HOUR THROUGH
15 MOST OF THE DAY. THIS IS HOW WE GET PATIENTS IN.

16

17 **SPEAKER:** OKAY. WE'VE LOOKED AT HOW WE'VE BUILT THE MODEL AND
18 WHAT WE PUT INTO THE MODEL. AND NOW WE WANT TO SHOW YOU SOME
19 OF THE RESULTS, WHAT THE MODEL IS TELLING US WHAT COULD HAPPEN
20 OPERATIONALLY WITH THE NEW FACILITY. AND IF YOU LOOK AT THIS,
21 YOU CAN SEE THAT YOU'VE GOT AT DIFFERENT RATES OF UTILIZATION,
22 80 PERCENT THROUGH 95 PERCENT, YOU CAN SEE THAT ANYTHING LESS
23 THAN 90 PERCENT, THE E.D. IS PRETTY MUCH FULL. AND IN FACT
24 UNTIL YOU GET TO ABOUT 95 PERCENT, YOU REALLY CAN'T HANDLE
25 MUCH SURGE AT THAT POINT UNTIL YOU GET TO 95 PERCENT. SO YOU



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1 CAN SEE THE BREAKING POINT FOR, SAY, A 10 PERCENT SURGE MEANS
2 YOU NEED TO REALLY OPERATE AT ABOUT 95 PERCENT UTILIZATION.

3

4 **SPEAKER:** THIS IS IMPORTANT TO THINK ABOUT WHEN WE TALK ABOUT
5 THE RISK FACTORS FOR THE NEW FACILITY. THIS GOES TO THE POINT
6 THAT THE MED.-SURG. FLOORS ARE GOING TO BE AT CAPACITY AND
7 WE'RE REALLY A LITTLE SHORT ON THAT. WHEN WE'RE TALKING ABOUT
8 THE OLD FACILITY, THE FOOTPRINT WAS BIGGER, AND YOU HAD MORE
9 BEDS THAT YOU COULD BRING IN MORE BEDS IN CASE OF AN
10 EMERGENCY. THE NEW FACILITY DOES NOT HAVE THAT CAPABILITY.
11 THAT'S AN EXTREMELY IMPORTANT POINT TO REMEMBER IN THE PROCESS
12 TODAY.

13

14 **SPEAKER:** SO ANOTHER THING WE SAW COMING OUT OF THE MODEL IS
15 NOT ONLY CAN YOU NOT HANDLE THOSE INPATIENTS BECAUSE THE
16 INPATIENT UNITS BECOME FULL, IT'S STARTS TO BACK UP THROUGH
17 THE E.D. THIS IS WHERE THE LONG BOARDING TIMES-- AND ONE OTHER
18 OPERATIONAL PARAMETER TO LOOK AT I LEAVE WITHOUT BEING SEEN
19 RATES. AND WE SEE A SHARP INCREASE IN THE NUMBER OF PATIENTS
20 THAT JUST DON'T GET SEEN, DON'T GET TO AN E.D. BED WITHIN, IN
21 OUR MODEL, A 24-HOUR TIME FRAME. SO IT'S GOING TO BACK UP
22 THROUGH THE HOSPITAL IF WE DON'T TAKE CARE OF OPERATING AS
23 EFFICIENTLY AS POSSIBLE. THE BEST PRACTICE TODAY IS ABOUT--
24 FOR LEAVE WITHOUT BEING SEEN RATES, IS ON THE ORDER OF ABOUT 1
25 TO 2 PERCENT. THE CURRENT U.S. AVERAGE IS JUST UNDER 3



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1 PERCENT. AND AT THE TIME OF BUILDING THIS MODEL, THE U.S.C.
2 WAS OPERATING AT ABOUT 12 PERCENT, AND I BELIEVE THAT NUMBER
3 HAS COME DOWN TO IN THE ORDER OF ABOUT 9 TO 10 PERCENT SINCE
4 THEN. SO I'M JUST GOING TO GO AHEAD AND GO PAST THIS ONE. THIS
5 JUST SHOWS THE INCREASE AND LEAVE WITHOUT BEING SEEN PATIENTS
6 AND HOW THAT IMPACTS, LIKE DAVE SAID EARLIER, ABOUT THEY DO
7 NOT GET ADMITTED. THEY ACTUAL LEAVE AND THOSE PATIENTS COULD
8 HAVE BEEN ADMITTED. BUT PROBABLY THE MOST IMPORTANT PART OF
9 THE PRESENTATION TODAY IS ABOUT YOUR BOARDING TIME. AND WHAT
10 OUR MODEL SHOWS, AGAIN, AT THE DIFFERENT INPATIENT UTILIZATION
11 RATES, GOING UP TO 95 PERCENT, ANYTHING LESS THAN 90 PERCENT
12 IS GOING TO PROVIDE-- IS GOING TO YIELD BOARDING TIMES IN
13 EXCESS OF THE SEVEN HOURS THAT WE'RE TARGETED FOR, AND THAT
14 INCLUDES BOTH THE MEAN AND THE MEDIAN AS OUR MODEL CALCULATED
15 IT.

16

17 **SPEAKER:** IT'S REALLY IMPORTANT TO REMEMBER WHEN A NEW FACILITY
18 OPENS, YOU WILL EXPERIENCE AN INCREMENTAL LIFT IN VOLUME. WE
19 SEE THIS TIME AND TIME AGAIN, BE IN AN URBAN FACILITY OR A
20 RURAL FACILITY. PEOPLE WHO HAVE, IN THE PAST, NOT WANTED TO GO
21 TO THE OLD HOSPITAL FOR ANY NUMBER OF REASONS. IT WAS
22 CONGESTED, IT WAS HARD TO GET TO, FOR ANY OF THOSE REASONS,
23 THEY WILL GO TO THE NEW FACILITY. THEY WILL CHECK IT OUT. AND
24 PART OF THOSE FOLKS WHO START COMING, WHO HAVEN'T COME BEFORE,
25 CONTINUE TO COME. SO IT'S IMPORTANT TO REMEMBER THAT WHEN THIS



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1 FACILITY OPENS ON DAY ONE, WE EXPECT YOU TO SEE AN INCREMENTAL
2 LIFT IN VOLUME. IT WILL INCREASE. IT WILL TAPER OFF SLIGHTLY,
3 BUT SOME OF THAT WILL STAY. SO NOT OPERATING AT 95 PERCENT
4 OCCUPANCY, WITH THAT INCREASE IN VOLUME, IS VERY PROBLEMATIC.

5

6 **SPEAKER:** OUR MODEL SHOWED THAT THE AVERAGE LENGTH OF STAY FOR
7 PATIENTS IN THE EMERGENCY DEPARTMENT WAITING TO GET TO AN
8 INPATIENT BED, YOU CAN SEE THAT TIME BROKEN DOWN IS-- UNTIL
9 YOU GET TO THE 90 PERCENT, 95 PERCENT RANGE, A LOT OF THAT
10 TIME IS JUST WAITING FOR AN INPATIENT BED. ONCE THE INPATIENT
11 UTILIZATION GETS UP TO THE 95 PERCENT RANGE, THEN THE E.D.
12 LENGTH OF STAY DROPS. AND MOST OF THAT TIME IS JUST IN THE
13 E.D. AND NOT JUST WAITING FOR AN INPATIENT BED AS YOU'D
14 EXPECT.

15

16 **SPEAKER:** THAT'S IMPORTANT. I'M GOING TO SLIP BACK A SLIDE
17 AGAIN AND TALK ABOUT THAT SEVEN HOUR MARK YOU'RE LOOKING FOR.
18 TO GET THAT, WE'VE GOT TO HAVE A MINIMUM-- AGAIN, JUST TO
19 SUMMARIZE THAT-- 90 PERCENT UTILIZATION FIGURE HAS TO BE MET
20 TO GET YOU THERE. ORIGINAL PLANS WERE TO GET ONLY TO 85
21 PERCENT FOR THE NEW FACILITY. SO YOU'RE IN JEOPARDY WITH THAT
22 SEVEN-HOUR FIGURE WITH 85 PERCENT. THE LAST COUPLE OF PAGES
23 ARE JUST AN ANECDOTAL ANALYSIS WE DID ABOUT NUMBER OF GUESTS
24 PER E.D. PATIENT WHICH WAS RECORDED BASED UPON QUITE A FEW
25 HUNDRED SAMPLES OF YOUR PATIENTS IN YOUR DEMOGRAPHICS. ONE



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1 THING WE DID WITH THAT IS, WE LOOKED AT HOW MANY SEATS THEY
2 NEEDED IN THE WAITING ROOM TO TAKE CARE OF ALL THE PATIENTS
3 AND THEIR GUESTS. INITIALLY THERE WAS ONLY 50 PATIENT SEATS,
4 AND THAT'S BEEN INCREASED TO 110, SHOULD MEET THE 5 PERCENT
5 SURGE MARK AT 95 PERCENT. AND ALSO, THEY HAVE SOME ANECDOTAL--
6 SORRY, MA'AM. WE ALSO HAVE SOME OTHER MEANS THAT THE
7 HOSPITAL'S ALSO IMPLEMENTED TO TAKE CARE OF THE OTHER PATIENTS
8 IN THIS PROCESS. BUT THIS IS A GOOD IMPROVEMENT TO GO FROM 50
9 TO 110 BEDS. SEATS. OOPS, I DID THAT AGAIN, DIDN'T I? SHAME ON
10 ME. AGAIN, JUST TO SUMMARIZE, WE EXPECT THIS 5 PERCENT
11 INCREASE IN NEW PATIENT ARRIVAL, AT LEAST. THAT'S THE 10 TO 15
12 IS ALSO POSSIBLE. BUT WE EXPECT A 5 PERCENT INCREASE. THE
13 HOSPITAL OPENS AGAIN AT THE TIPPING POINT, WHICH MEANS THEY'RE
14 GOING TO BE FULL DAY ONE, AND THAT'S AN IMPORTANT
15 CONSIDERATION FOR THE REST OF THE ANALYSIS. AND AGAIN, THAT
16 FOOTPRINT IS NOT GROWING FOR THE AVAILABLE BEDS. YOU'VE ONLY
17 GOT THE FOOTPRINT THAT'S BEEN OPENED AND NO MORE BEDS
18 AVAILABLE AS YOU DID IN THE OLDER FACILITY. ALSO THAT YOU NEED
19 TO OPEN UP 100 PERCENT OF YOUR OPERATION BEDS ON DAY ONE. NEED
20 TO RUN AT LEAST 90 PERCENT UTILIZATION TO MAKE SURE THAT YOU
21 KEEP YOUR SEVEN-HOUR BOARDING TIME FIGURE MET AND GET TO YOUR
22 CONTINGENCY PLANS NOW WHICH HAS ALSO ALREADY BEEN ADDRESSED.
23 QUESTIONS? OH. MY LAST SLIDE. THIS PUTS US INTO THE NEXT STEPS
24 OF THE REGIONAL HOSPITAL. WE'LL BRING US TOGETHER WITH ALL OF
25 YOU AND HARBOR, AND LOOK AT DIVERSION RATES, ET CETERA.



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1

2 **SUP. KNABE:** MADAME CHAIR?

3

4 **SUP. BURKE, CHAIR:** SUPERVISOR KNABE?

5

6 **SUP. KNABE:** MORE TO THE CONSULTANTS THAN DR. SPLAWN, OBVIOUSLY
7 THE KICKOFF BEING SOME OF THE QUESTIONS THAT WERE ASKED BEFORE
8 THE PRESENTATION AS IT RELATES TO RANCHO. SO WHAT KIND OF
9 SCREENING PROCESS ARE YOU GOING TO USE FOR THE PATIENTS
10 POTENTIALLY GOING TO RANCHO? ARE THEY GOING TO BE STROKE
11 PATIENTS?

12

13 **DR. ROBERT SPLAWN:** WE'RE LOOKING AT CATEGORIES TO INCLUDE
14 STROKE PATIENTS. AS YOU KNOW, THERE IS A STROKE UNIT THERE
15 PRESENTLY. ORTHOPEDIC PATIENTS. SOME CARDIAC PATIENTS, C.H.F.,
16 PNEUMONIA, CHRONIC OBSTRUCTIVE, PULMONARY DISEASE-TYPE
17 PATIENTS.

18

19 **SUP. KNABE:** OKAY. FOR RIGHT NOW I WAS JUST CURIOUS

20

21 **SUP. BURKE, CHAIR:** SUPERVISOR MOLINA?

22

23 **SUP. MOLINA:** I HAVE A SERIES OF QUESTIONS. FIRST OF ALL, I
24 THINK IT'S IMPORTANT TO KNOW THAT WHEN WE WERE LOOKING AT
25 BUILDING THIS HOSPITAL, THE TERM THAT WAS USED WAS



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1 UTILIZATION, WHICH IS A VERY DIFFERENT TERM THAT IS BEING--
2 I'M SORRY, OCCUPANCY-- WHICH IS A VERY DIFFERENT TERM THAT IS
3 BEING USED TODAY, WHICH IS UTILIZATION. AND I'VE BEEN TRYING
4 TO CHECK WITH OTHER HOSPITALS AND I HAVEN'T FOUND ONE YET THAT
5 USES THE UTILIZATION.

6

7 **SPEAKER:** THAT'S CORRECT. THERE'S NOT VERY MANY.

8

9 **SUP. MOLINA:** THERE'S NOT ANY IN CALIFORNIA. NONE. ZIP, ZERO,
10 NONE.

11

12 **SPEAKER:** THAT'S PROBABLY TRUE.

13

14 **SUP. MOLINA:** IT IS TRUE.

15

16 **SPEAKER:** YES, I'M SURE IT IS, MA'AM.

17

18 **SUP. MOLINA:** SO WE ARE CREATING A WHOLE NEW-- WHICH IS
19 INTERESTING. THERE'S NOTHING WRONG WITH IT. THE PROBLEM IS, IS
20 THAT I JUST HOPE THAT THIS ISN'T PART OF TRYING TO BAMBOOZLE
21 THE BOARD AND THE COMMUNITY ABOUT THE ABILITY TO UTILIZE THE
22 HOSPITAL. THAT'S A VERY IMPORTANT PART. I THINK IT'S VERY
23 GOOD. THERE'S NOTHING WRONG WITH HAVING THIS KIND OF
24 UTILIZATION RATE. I MEAN, WHY HAVE AN EMPTY BED WHEN YOU CAN
25 MOVE A BED? THAT'S A GOOD THING. BUT IT DOES REQUIRE A MAXIMUM



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1 OF EFFICIENCIES THAT NEED TO BE PUT IN PLACE. IT HAS TO BE
2 COMPLETELY STAFFED AT ALL TIMES TO MAKE SURE YOU'RE STAFFING
3 EVERY SINGLE ONE OF THOSE BEDS, WHICH WE DON'T HAVE TODAY AT
4 L.A. COUNTY U.S.C. WE HAVE ALL KINDS OF EXCUSES AS TO WHY THAT
5 DOESN'T HAPPEN OR IS NOT HAPPENING, WHETHER WE LACK NURSES
6 HERE AND THERE EVERY SO OFTEN. SO THAT IS ONE OF THE THINGS
7 THAT'S GOING TO HAVE TO HUM REGULARLY, THAT EVERYBODY WHO IS
8 SUPPOSED TO BE THERE IS GOING TO BE THERE EVERY SINGLE MOMENT
9 OF THE DAY. AND THOSE PEOPLE WHO ARE GOING TO BACK UP THOSE
10 PEOPLE WHO ARE ON JURY DUTY OR WHATEVER, WHATEVER, WHATEVER,
11 ABSENCES, ARE GOING TO BE THERE. BECAUSE THAT'S WHAT 95
12 PERCENT UTILIZATION MEANS. AND I THINK IT'S IMPORTANT TO
13 CLARIFY THAT AND FOR THE COMMUNITY TO UNDERSTAND WHAT WE ARE
14 ATTEMPTING TO DO. AND SO THEN WHEN THEY'RE ALL THERE AND
15 EVERYTHING, IT HAS TO HUM AT 95 PERCENT. WHICH I DON'T KNOW
16 ANYONE IN CALIFORNIA WHO IS DOING IT AT THIS LEVEL, LET ALONE
17 A GOVERNMENT-RUN HOSPITAL. I'VE ASKED TO THE PRIVATE SECTOR.
18 YOU MENTIONED TO ME KAISER. I CALLED KAISER. THEY USE
19 OCCUPANCY. THEY DON'T USE UTILIZATION. I'VE CALLED THE
20 HOSPITAL ASSOCIATION. THEY DON'T KNOW OF ANYBODY WHO USES IT
21 IN CALIFORNIA. SO IT'S AN INTERESTING TERM. AND IT'S AN
22 INTERESTING STANDARD. AND THERE'S NOTHING WRONG WITH IT AS
23 LONG AS WE CAN ACHIEVE IT. SO THE MINUTE THAT WE ARE AT, WHAT?
24 90 PERCENT? WHEN YOU GO BACKWARDS IS WHEN YOU START GOING INTO
25 A PROBLEM. IF IT ISN'T HUMMING AT 95, THEN YOU'VE GOT A REAL



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1 BACKLOG, THEN THAT WILL THROW YOU OFF KILTER FOR EVERY SINGLE
2 PERSON, CORRECT?

3

4 **SPEAKER:** YOU WON'T BE ABLE TO SERVE AS MANY PATIENTS, YES.

5

6 **SUP. MOLINA:** THAT'S RIGHT. SO IT CREATES THE BEGINNING OF A
7 CHAOTIC STAGE UNLESS YOU GET IT UNDER CONTROL AS QUICKLY AS
8 POSSIBLE, RIGHT? SO THOSE ARE THE KINDS OF POTENTIAL PROBLEMS
9 THAT WE'RE GOING TO HAVE HERE. AND, AGAIN, THE BEST THING TO
10 KNOW IS TO KNOW THIS UP FRONT IN PREPARING FOR THE
11 CONTINGENCIES WHICH YOU ASKED US TO DO, WHICH I THINK THE
12 DEPARTMENT IS ATTEMPTING TO DO AND THE C.A.O. IS ATTEMPTING TO
13 DO, WHICH IS A GOOD THING. THE PART THAT CONCERNS ME IS OF
14 COURSE THE ABILITY TO ACHIEVE THAT. HAVING-- I DON'T KNOW IF
15 YOU LISTENED TO THE DISCUSSION BEFOREHAND?

16

17 **SPEAKER:** WE DID.

18

19 **SPEAKER:** OH YES.

20

21 **SUP. MOLINA:** MAKES YOU WONDER ABOUT THE ABILITY OF US TO HUM
22 AT 95 PERCENT. SO, I'M HOPEFUL THAT THAT IS THE CASE. AND I
23 DON'T KNOW WHAT HAPPENS. AND I GUESS THOSE ARE THE QUESTIONS
24 THAT I NEED TO ASK. HOW WE REHEARSE THIS. I TAKE IT THAT THERE
25 IS A REHEARSAL, RIGHT? I TAKE IT THAT, YOU KNOW, YOU'RE GOING



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1 TO BE REHEARSING THIS AT 95 PERCENT BEFORE YOU MOVE A PATIENT
2 INTO THE FACILITY, IS THAT CORRECT?

3

4 **SPEAKER:** THAT'S THE PLAN.

5

6 **SUP. MOLINA:** WHEN WILL THAT HAPPEN?

7

8 **SPEAKER:** WE HAVE, AS I MENTIONED EARLIER, THERE ARE BEDS
9 PRESENTLY AVAILABLE AT RANCHO.

10

11 **SUP. MOLINA:** NO, THAT'S NOT THE ISSUE.

12

13 **SPEAKER:** I KNOW, I'M GETTING THERE, SUPERVISOR. SO WE CAN
14 START DOING THAT. AND WE PLAN TO START DOING THAT AUGUST 1ST.
15 AND ONE OF THE PIECES WE'RE PUTTING IN IS HAVING A MINI MED
16 ALERT CENTER, WHICH IS TAKING SOME OF OUR MACK OPERATORS,
17 ACTUALLY STATIONING THEM AT L.A.C., WORKING WITH STAFF IN THE
18 E.D. TO TRY TO IDENTIFY PATIENTS THAT CAN BE PROMPTLY MOVED TO
19 RANCHO. AND THE PLAN IS TO ACTUALLY START THAT AUGUST 1 AND
20 START TESTING THE SYSTEM.

21

22 **SUP. MOLINA:** I GUESS WHAT I'M ASKING A DIFFERENT QUESTION. I
23 UNDERSTAND THAT YOU HAVE THE CONTINGENCY PLAN IN PLACE. THAT'S
24 A GOOD THING. THAT'S FOR THE CONTINGENCY. BUT I'M CURIOUS AS



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1 TO WHEN YOU'RE GOING TO BE PRACTICING 95 PERCENT UTILIZATION.

2 WHEN DO YOU START THAT?

3

4 **DR. STEPHANIE HALL:** CURRENTLY OUR NUMBERS THAT WE ARE
5 OPERATING AT ARE CENSUS AS WELL AS OUR OCCUPANCY. AGAIN, FOR
6 THE PURPOSES OF SIMULATION MODELING, THE CONSULTANTS
7 FREQUENTLY USE UTILIZATION, AS YOU POINTED OUT. FOR PURPOSES
8 OF HOSPITAL OPERATION, WE MONITOR OUR OCCUPANCY AS WELL AS OUR
9 PROJECTED OCCUPANCY BY UNIT, NOT ONLY AT THE EXISTING FACILITY
10 BUT PROJECTED FOR THE NEW FACILITY. AND WE ARE CURRENTLY
11 PROJECTING THAT WE ARE OPERATING THIS PAST QUARTER AT 95
12 PERCENT OCCUPANCY.

13

14 **SUP. MOLINA:** I KNOW. BUT YOU CAN'T DO THAT. YOU CAN'T HAVE A
15 STUDY THAT TELLS US "THIS IS YOUR UTILIZATION RATE" AND YOU
16 STILL CONTINUE TO USE OCCUPANCY. IT'S EITHER ONE OR THE OTHER.
17 YOU CAN'T DO A MODELING ON ONE SET OF TERMS AND IMPLEMENT AT A
18 DIFFERENT LEVEL OF TERMS. SO YOU CAN'T BE USING OCCUPANCY. YOU
19 HAVE TO USE UTILIZATION.

20

21 **DR. STEPHANIE HALL:** I UNDERSTAND, SUPERVISOR. WE ALSO HAVE
22 DONE THE ANALYSIS FOR OCCUPANCY BOTH WITH THE NEW FACILITY AND
23 EXISTING FACILITY AND COMPARED OCCUPANCY RATES FOR EACH OF THE
24 UNITS, AND WE DO ANTICIPATE THAT OUR PROJECTIONS ARE THAT WE



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1 WILL BE OPERATING MOST OF OUR MED. SURG. UNITS BETWEEN 95 AND
2 100 PERCENT OCCUPANCY IF WE WERE TO MOVE IN TODAY.

3

4 **SUP. MOLINA:** HOW CAN THAT BE? I ASK YOU. THEY'RE USING
5 OCCUPANCY AT 95 PERCENT. YOU'RE USING UTILIZATION, WHICH ARE
6 NIGHT AND DAY TERMS.

7

8 **SPEAKER:** AS YOU POINTED OUT, IT'S NOT EASY TO MEASURE
9 UTILIZATION. THE MEDICAL CENTER HAS AN OPPORTUNITY IN THE NEAR
10 FUTURE IN THE NEW FACILITY THAT DOES NOT EXIST NOW, TO BE
11 CANDID. AND THAT'S WITH THE R.F.I.D. TECHNOLOGY, THAT WILL BE
12 SOMETHING THAT CAN BE TRACKED IN THE FUTURE. BUT AT THIS
13 POINT, WE CAN ONLY SAY 95 PERCENT IS CLOSE IN THAT RESPECT.

14

15 **SUP. MOLINA:** NO. LET'S START AGAIN. WAIT A MINUTE. YOU USED
16 MODELING. MODELING IS GOING TO TELL US HOW WE'RE GOING TO
17 FUNCTION AND OPERATE IN THIS FACILITY. YOU USED A UTILIZATION
18 MODEL.

19

20 **SPEAKER:** CORRECT.

21

22 **SUP. MOLINA:** THEY'RE GOING TO IMPLEMENT AN OCCUPANCY MODEL.
23 AND A STANDARD OCCUPANCY MODEL I WAS TOLD SEVERAL YEARS AGO IS
24 ABOUT 85 PERCENT, RIGHT?

25



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1 **SPEAKER:** THAT'S STANDARD.

2

3 **SUP. MOLINA:** THAT'S STANDARD. AND SO IN ORDER TO RUN THE--
4 BECAUSE IN ORDER TO ABSORB ALL OF THE PATIENTS INTO A MUCH
5 SMALLER FACILITY, YOU HAVE TO GO TO A UTILIZATION MODEL, AND I
6 APPRECIATE THAT. THERE'S NOTHING WRONG WITH THAT. WHY HAVING A
7 BED SIT AROUND FOR 12 HOURS WHEN YOU CAN CREATE A SPACE WHERE
8 YOU'RE ONLY, AN EMPTY BED IS ONLY SITTING THERE 2-1/2 TO FOUR
9 HOURS, WHICH IS WHAT YOUR MODELING SHOWS. THESE ARE GOOD
10 THINGS. THEY'RE CALLED EFFICIENCIES. THE PROBLEM IS THAT-- THE
11 QUESTION I'M ASKING THE DEPARTMENT IS: THEY HAVE TO RUN IT
12 UNDER YOUR MODELING. THAT'S WHY WE DID THE MODELING, RIGHT?
13 ONE WOULD THINK THAT'S WHAT YOU'RE PRESENTING TO US. SO YOU
14 CAN'T USE OCCUPANCY. YOU HAVE TO USE UTILIZATION.

15

16 **DR. STEPHANIE HALL:** SUPERVISOR, FOR THE PLANNING FOR THE
17 STAFFING AS WELL AS THE OCCUPANCY OF THE NEW FACILITY, WE DID
18 USE EXISTING NUMBERS OF THE TYPE OF PATIENTS THAT WE HAVE AND
19 WE PROJECTED IF WE HAD AN ONGOING FLOW OF PATIENTS, SIMILAR
20 THAT WE DID IN THE PAST FISCAL YEAR --

21

22 **SUP. MOLINA:** I DON'T UNDERSTAND. YOU HAVE REAL-- YOU HAVE
23 DIFFERENT DATA THAN THEY HAVE? YOU DID A DIFFERENT THING?

24

25 **DR. STEPHANIE HALL:** NO.



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1

2 **SUP. MOLINA:** I'M TRYING TO UNDERSTAND WHAT YOU'RE TALKING
3 ABOUT BECAUSE I DON'T HAVE THAT STUDY.

4

5 **DR. STEPHANIE HALL:** WELL, AS WE MOVE FORWARD, WE DO AN ONGOING
6 ANALYSIS OF OUR CENSUS, OUR OCCUPANCY BY UNIT, ON A MONTHLY
7 BASIS.

8

9 **SUP. MOLINA:** THAT'S A DIFFERENT ISSUE. LOOK, AM I INCORRECT--
10 BILL, HELP ME HERE. BECAUSE I THOUGHT THE MODELING THAT WE
11 WERE DOING WAS TO DEMONSTRATE TO US AS SUPERVISORS HOW WE'RE
12 GOING TO GET THE OLD HOSPITAL PATIENTS TO FIT INTO THE NEW
13 HOSPITAL. MR. FUJIOKA? IS THAT NOT CORRECT?

14

15 **C.E.O. FUJIOKA:** I MISSED THAT QUESTION, I'M SORRY.

16

17 **SUP. MOLINA:** I'M SORRY. MAYBE DR. SPLAWN CAN TELL-- I MEAN, I
18 THOUGHT THE WHOLE IDEA OF THE MODELING PROGRAM WAS TO TELL US
19 AS SUPERVISORS HOW ALL OF THE PATIENTS AT THE HOSPITAL WERE
20 NOW GOING TO FIT INTO A SMALLER HOSPITAL. AND THAT MODELING
21 WAS SUPPOSED TO BE AN IMPLEMENTATION PROGRAM, OR AT LEAST THE
22 BEGINNINGS OF AN IMPLEMENTATION PROGRAM FOR THE DEPARTMENT. SO
23 I DON'T UNDERSTAND HOW THEY CAN BE USING AN OCCUPANCY MODEL
24 WHEN THEY HAVE BEEN USING A UTILIZATION MODEL. WE WEREN'T



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1 DOING IT AS AN ACADEMIC EXERCISE, THAT'S NOT WHAT THIS WAS, AS
2 I UNDERSTAND.

3

4 **SPEAKER:** IF I MIGHT CLARIFY FOR YOU, SUPERVISOR.

5

6 **SUP. MOLINA:** THANK YOU.

7

8 **SPEAKER:** AS YOU APPROACH THE 100 PERCENT MARK, OCCUPANCY AND
9 UTILIZATION GET PRETTY DARN CLOSE TO EACH OTHER, AS FAR AS THE
10 REAL ASPECTS OF--

11

12 **SUP. MOLINA:** 100 PERCENT OF WHAT, WHAT DO YOU MEAN?

13

14 **SPEAKER:** AS YOU REACH 100 PERCENT OCCUPANCY. THEY'RE PRETTY
15 CLOSE TO THAT LEVEL.

16

17 **SUP. MOLINA:** SO IF YOU HAD 600 PATIENTS AT ONE TIME, YOU CAN'T
18 USE OCCUPANCY BECAUSE THE ONLY WAY 100 PERCENT, AS I
19 UNDERSTAND IT, 100 PERCENT WOULD MEAN 85 PERCENT. YES, IT
20 DOES. BECAUSE OCCUPANCY-- AND AGAIN THIS IS WHAT WE WERE TOLD
21 SEVEN YEARS AGO-- IS BASED ON THE ABILITY TO TRANSFER THOSE
22 BEDS. SO USUALLY 85 PERCENT, IT MEANS THE HOSPITAL IS FULL.

23

24 **SPEAKER:** THAT'S CORRECT.

25



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1 **SUP. MOLINA:** THAT IS CORRECT.

2

3 **SPEAKER:** THAT THE HOSPITAL IS FULL WITH 85 PERCENT.

4

5 **SUP. MOLINA:** SO 85 PERCENT MEANS THAT I DON'T HAVE 600
6 PATIENTS. THAT MEANS I HAVE WHAT 85 PERCENT IS OF 600
7 PATIENTS. THAT SUPPOSEDLY IS OCCUPANCY RATE. A UTILIZATION
8 RATE IS 95 PERCENT, WHICH MEANS THAT I HAVE, WHAT? 5 PERCENT
9 LESS OF 600 PATIENTS, THAT IS THE NUMBER OF PATIENTS THAT I
10 HAVE IN MY HOSPITAL. SO THEY'RE DRAMATICALLY DIFFERENT WHEN
11 ONE PLACE IS USING OCCUPANCY, OR HOSPITAL IS USING OCCUPANCY.
12 SO THEY CAN'T BE THE SAME.

13

14 **SPEAKER:** AND THEY'RE NOT.

15

16 **SUP. MOLINA:** BUT HE JUST SAID THEY WERE.

17

18 **SPEAKER:** SEVERAL FACTORS COME IN.

19

20 **C.E.O. FUJIOKA:** I THINK HE MENTIONED THAT ONCE YOU GET TO THE
21 100 PERCENT FACTOR, THEY START TO BLEND. THEY START TO HAVE
22 VERY STRONG SIMILARITIES. I'LL HAVE TO HAVE DR. HALL HELP ME
23 WITH THIS, BUT WHAT I BELIEVE HAPPENED IS THEY WENT THROUGH A
24 TRANSLATION PROCESS SO THAT YOU CAN TAKE WHAT YOU CURRENTLY
25 HAVE IN TERMS OF OCCUPANCY AND APPLY THAT, OR TRANSLATE IT TO



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1 HOW IT RELATES TO THE UTILIZATION FACTOR. ESSENTIALLY THAT'S
2 IT.

3

4 **DR. STEPHANIE HALL:** PERHAPS ALSO I CAN CLARIFY. WHEN WE FIRST
5 CONTRACTED WITH THE F.D.I., OUR PURPOSE WAS TO ASSIST THE
6 FACILITY IN TRANSITIONING FROM THE EXISTING PROCESSES AND
7 OPERATIONAL PROGRAMS TO BETTER IMPROVE OUR EFFICIENCY AND TO
8 PREPARE US FOR THE MOVE TO THE NEW HOSPITAL. AND IN SO DOING,
9 THEY DID THE INITIAL STUDY BACK IN 2006, BASED UPON OUR
10 EXISTING DATA. AND THE PURPOSE OF THAT WAS TO IDENTIFY OUR
11 INEFFICIENCIES AND TO IDENTIFY THE CORRECTIVE ACTIONS THAT WE
12 NEEDED TO TAKE IN THE ENSUING TWO YEARS TO PREPARE. AND BASED
13 ON THEIR MODEL, WE IDENTIFIED A SERIES OF CORRECTIVE ACTIONS
14 THAT WE NEED TO UNDERTAKE IN ORDER TO IMPROVE, NUMBER ONE, OUR
15 AVERAGE LENGTH OF STAY, NUMBER TWO, OUR BOARDING TIME. NUMBER
16 THREE, OUR EFFICIENCIES. AND TO IDENTIFY WHERE THE BOTTLENECKS
17 WERE IN OUR FLOW. WE TOOK ALL OF THEIR RECOMMENDATIONS AND
18 IMPLEMENTED ABOUT 95 TO 98 PERCENT OF THEIR RECOMMENDATIONS.
19 AS A RESULT, WE HAVE BEEN ABLE TO REDUCE OUR LENGTH OF STAY.
20 IT CURRENTLY IS BELOW 5.0. WE'VE ALSO REDUCED OUR BOARDING
21 TIME. IT IS CURRENTLY BELOW THREE HOURS. WE HAVE ALSO BEEN
22 ABLE TO IMPROVE OUR EFFICIENCIES REGARDING ALL OF OUR
23 DIAGNOSTIC TESTING. AS A RESULT, THE NUMBER OF ADMISSIONS
24 THROUGH THE HOSPITAL HAS GONE UP FOR THIS PAST FISCAL YEAR AND
25 HAS EXCEEDED 40,000, WHICH IS MORE THAN THE PREVIOUS YEAR. SO



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1 ON THE WHOLE, WE ARE NOW PROVIDING SERVICES TO MORE PATIENTS
2 THAN WE DID IN PREVIOUS YEARS THROUGH THESE EFFICIENCIES. SO
3 THE WORK THAT F.D.I. DID FOR US WAS TO IDENTIFY THE PROBLEMS
4 THAT WE HAVE IN OUR CURRENT OPERATIONS AND TO APPLY CORRECTIVE
5 ACTIONS. SO THE VALUE OF THIS MODEL WAS INCREDIBLY IMPORTANT
6 TO THE INSTITUTION. ALSO IT WAS IDENTIFIED THAT IT WAS VERY
7 VALUABLE ALSO TO USE THIS INFORMATION TO PROJECT ON HOW WE
8 WERE GOING TO OPERATE IN THE NEW HOSPITAL. AND THAT IS WHY WE
9 THEN STARTED TO WORK AT USING THIS INFORMATION AT THE NEW
10 FACILITY. SO THEN, BASED ON THE BOARD'S REQUEST, DID THE STUDY
11 TO IDENTIFY WHAT THE NEW SURGE EFFECT WOULD BE AT THE NEW
12 FACILITY. AGAIN IT WAS BASED ON THAT 2006 OCCUPANCY DATA WHICH
13 WAS ORIGINALLY UTILIZED IN ORDER TO OBTAIN CORRECTIVE ACTION
14 INFORMATION. I AGREE WITH YOU, SUPERVISOR, THAT THE HOSPITAL
15 STANDARD IS TO USE OCCUPANCY TO DETERMINE HOW TO DETERMINE HOW
16 TO APPLY PATIENTS IN THE FACILITY. AND SO AS A RESULT, WE
17 CONTINUE TO USE OCCUPANCY CALCULATIONS, BUT WE DON'T WANT TO
18 NEGLECT THE IMPORTANT INFORMATION THAT F.D.I. PROVIDED TO US
19 TO CONTINUE TO IMPROVE OUR OPERATIONS.

20

21 **SUP. MOLINA:** BUT THOSE ARE-- THAT'S DIFFERENT, TO ME. AND,
22 BILL, HELP ME WITH THIS AGAIN. BECAUSE THEY CAME HERE-- WHEN
23 DID YOU COME HERE? ABOUT SIX WEEKS AGO, TWO MONTHS AGO TO
24 EXPLAIN THIS TO US? AND THEY WERE TALKING THIS UTILIZATION.
25 AND THAT'S WHEN WE ASKED THE 5, 10 AND 15 PERCENT SURGE ISSUES



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1 THAT WERE BEING RAISED. AND THE REASON IS BECAUSE WE WANTED TO
2 UNDERSTAND. AT THAT TIME THERE WAS NO CONTINGENCY, OKAY? THERE
3 WAS NONE IN THE PLAN. AND SO NOW IT LOOKS LIKE THERE IS A
4 RECOMMENDATION BASED ON SOME OF THIS. THERE IS A DEVELOPMENT
5 OF CONTINGENCY, WHICH IS A GOOD THING, BUT I'M STILL NOT
6 CLEAR. I APPRECIATE ALL YOU HAVE DONE, AND THESE ARE GOOD
7 THINGS, BUT IT DOESN'T SEEM THAT YOU CAN OPERATE THIS HOSPITAL
8 ON UTILIZ-- ON OCCUPANCY. YOU MUST OPERATE IT ON UTILIZATION,
9 EVEN-- UNLESS YOU'RE GOING TO-- AND I WANT TO UNDERSTAND THIS
10 CLEARLY, BILL. IF THEY'RE GOING TO RUN IT ON OCCUPANCY, THEN I
11 DON'T KNOW THAT THE CONTINGENCY BEDS ARE ENOUGH, AND I DON'T
12 KNOW WHAT LEVEL OF PEOPLE ARE GOING TO GET TRANSFERRED TO
13 THOSE CONTINGENCY BEDS. THEN WE NEED-- AT LEAST FOR ME, I NEED
14 TO ASK A DIFFERENT SET OF QUESTIONS, BECAUSE I'M LOOKING AT
15 SOMETHING DIFFERENT. THE IDEA WAS THAT IF YOU ARE GOING TO
16 OPERATE ON UTILIZATION, THAT MEANS A BED WAS ONLY GOING TO BE
17 VACANT FOR FOUR HOURS, EVERY SINGLE BED. THOSE ARE
18 EFFICIENCIES THAT I DON'T KNOW ANY HOSPITAL OPERATES ON. WHEN
19 YOU WERE IN THE PRIVATE SECTOR, YOU CERTAINLY WEREN'T
20 OPERATING AT THAT LEVEL, RIGHT?

21

22 **SPEAKER:** IT'S TOUGH.

23

24 **SUP. MOLINA:** IT'S IMPOSSIBLE. BUT CAN BE DONE IF EVERYTHING
25 HUMS. BUT THE ISSUE IS, IS THAT NOW I'M HEARING A VERY



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1 DIFFERENT THING. WE'VE BEEN PRESENTED A MODELING. OF
2 UTILIZATION, WHICH IS 95 PERCENT, AND AN OCCUPANCY MODEL WHICH
3 IS GOING TO BE IMPLEMENTED ,WHICH SHOWS 85 PERCENT. NOW,
4 GRANTED, YOU GET MORE EMPLOYEES-- WAIT, YOU GET MORE PATIENTS,
5 THEN IT'S GOT TO START HUMMING TOGETHER. EVERYBODY'S GOT TO
6 START MOVING FASTER, RIGHT? BUT ALSO IT'S FINE WHEN EVERYBODY
7 MOVES FASTER, AS LONG AS THEY CAN ALL MOVE FASTER, BUT WHEN
8 YOU HAVE EMPLOYEES THAT AREN'T ACCUSTOMED TO MOVING FASTER,
9 DOCS THAT AREN'T THERE OTHER KINDS OF THINGS. SO I DON'T
10 UNDERSTAND WHY WE'RE NOT IMPLEMENTING A UTILIZATION MODEL. IT
11 WOULD SEEM TO ME-- IT CAN BE DONE. I MEAN IF YOU STAFF IT
12 CORRECTLY, I MEAN IF YOU CAN GET THE DOCTORS TO PRESCRIBE THE
13 MEDICATIONS ON TIME, IF THE MEDICATIONS CAN GET TO THAT PERSON
14 ON TIME, I MEAN I KNOW THAT WITH MY MOTHER, I MEAN WE WAITED
15 ALMOST EIGHT HOURS FROM THE MOMENT SHE WAS GOING TO BE
16 RELEASED TO THE MOMENT SHE WAS RELEASED. AND WE ALL SAT THERE
17 WAITING. WHEREAS WE WERE JUST WAITING FOR THE MEDICATIONS, FOR
18 THE PRESCRIPTIONS, FOR THIS KIND OF STUFF, FOR THE DOCTOR TO
19 COME AND DO THAT LAST SIGNATURE. AND THESE ARE THINGS THAT
20 YOU'RE SAYING "WHY DO I HAVE TO GO THROUGH THIS? WHY AM I
21 WAITING EIGHT HOURS WHEN SHE WAS PERFECTLY FINE EIGHT HOURS
22 AGO AND SHE COULD HAVE BEEN ROLLED OUT OF HERE. SO I THINK
23 THAT WE SHOULD WANT TO. THE HOSPITAL'S TOO SMALL. BUT THAT
24 ISSUE'S GONE. SO NOW WE NEED TO OPERATE WITHIN THE FRAMEWORK
25 OF THE PATIENTS THAT WE HAVE. IT IS A GOOD THING FOR A



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1 PATIENT, AS WELL, TO NOT HAVE TO WAIT THOSE EXTRA EIGHT HOURS
2 FOR A DOCTOR TO SHOW UP OR THE MEDS TO ARRIVE OR THINGS LIKE
3 THAT. SO WHAT I'M SAYING IS: WHY AREN'T WE GOING TO IMPLEMENT
4 A UTILIZATION MODEL? I'M NOT HEARING THAT.

5

6 **SPEAKER:** MAYBE I CAN SEE IF I CAN HELP SOLVE THIS, THE
7 QUESTION YOU HAVE, SUPERVISOR. I THINK BY FOCUSING ON
8 UTILIZATION, AND YOU'RE CORRECT, PEOPLE, HOSPITALS TYPICALLY
9 LOOK AT OCCUPANCY. BUT BY FOCUSING ON UTILIZATION, IT ALLOWS
10 YOU TO LOOK AT ALL THE BOTTLENECKS IN A HOSPITAL TO PREVENT
11 YOU FROM OPERATING AT 100 PERCENT CAPACITY. SO WHEN IT STARTS
12 AT E.M.S. AND THE PATIENTS ARRIVE IN THE E.D., HOW THOSE
13 PATIENTS GET MANAGED, HOW FAST THEY GET SEEN BY PHYSICIANS,
14 HOW FAST THEY GET THEIR MEDICATIONS BY THE E.D., AS WELL AS
15 THE BACK END, IN TERMS OF HOW FAST THOSE PATIENTS ACTUALLY GET
16 DISCHARGED FROM THE HOSPITAL, WHEN THE DOCTOR ROUNDS TO
17 ACTUALLY DISCHARGING, MAKING SURE THE PATIENT HAS A RIDE TO
18 GET ON.. IT IS REALLY LOOKING FROM THE SPECTRUM FROM THE VERY
19 BEGINNING TO THE END.

20

21 **SUP. MOLINA:** ABSOLUTELY.

22

23 **SPEAKER:** AND THAT HAS TO BE PART OF-- AND ACTUALLY, I KNOW
24 SOME OF THESE HAVE BEEN DONE BECAUSE THAT'S HOW THEY'VE BEEN
25 ABLE TO ACHIEVE EFFICIENCIES SO FAR AT THE HOSPITAL. BUT AGAIN



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1 IT'S FOCUSING ON UTILIZATION ASPECT TO TRY TO ACHIEVE 100
2 PERCENT OCCUPANCY.

3

4 **SUP. MOLINA:** I UNDERSTAND. AND THAT'S WHY WHEN THE FIRST
5 QUESTION I ASKED IS ARE YOU REHEARSING THE 95 PERCENT
6 UTILIZATION? BECAUSE WE'RE ALREADY USING 85 PERCENT OCCUPANCY.
7 AND SO WE DON'T WANT-- WHAT OUR INTEREST IS, IS HOW DO WE GET
8 EVERYBODY TO WORK AT THAT? HOW DOES EVERY DOC KNOW THAT HE HAS
9 TO GET SIGN OUT A PATIENT WITHIN THAT FRAMEWORK OF THE 2-1/2
10 TO 4 HOURS WINDOW OF AVAILABILITY SO THAT THE NEXT PATIENT CAN
11 COME IN AND BE PREPARED FOR THAT NEXT BED? SO IF YOU AREN'T
12 REHEARSING OR PREPARING AT THE OPTIMUM OF EFFICIENCIES, THAT
13 ISN'T JUST "OH WE'RE GOING TO GET THERE, WE'VE BEEN PRACTICING
14 GETTING THERE." IT IS, WE HAVE TO BE THERE. THE DAY IT OPENS,
15 WE HAVE TO BE THERE. SO THAT'S WHY I GUESS I'M ASKING THE
16 QUESTION. AND I'M HEARING SOME FUZZY RESPONSES BECAUSE THIS IS
17 AN ACADEMIC STUDY THAT WAS BASED ON UTILIZATION. OURS IS A
18 REAL PRAGMATIC APPROACH TO SERVING PATIENTS, WHICH IS A
19 UTILIZATION, AN OCCUPANCY MODEL. SO THOSE ISSUES NEED TO BE
20 RECONCILED. NOW YOU SAY, YOU BASE WHAT YOU'RE SAYING THAT IT
21 ALL STARTS BLENDING TOGETHER AS IT HAPPENS. MY CONCERN IS, IS
22 THAT IF YOU'RE NOT, IT'S LIKE ANYTHING ELSE, IF YOU'RE NOT
23 HUMMING AT 95 AND YOU DON'T START ON DAY ONE HUMMING, THEN YOU
24 START GETTING FURTHER AND FURTHER BEHIND, RIGHT? SO I GUESS IF
25 I WERE ANYBODY, I'D WANT TO PRACTICE THE 95 PERCENT



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1 UTILIZATION AND NOT TAKE MY 85 PERCENT OCCUPANCY AND APPLY IT
2 TO THE NEW HOSPITAL.

3

4 **SPEAKER:** CORRECT.

5

6 **SUP. MOLINA:** THAT'S CORRECT, RIGHT?

7

8 **SPEAKER:** THAT'S CORRECT. AND A HOSPITAL, FROM WHAT WE'VE BEEN
9 TOLD, IS OPERATING AT HIGHER THAN AN 85 PERCENT OCCUPANCY
10 RATE.

11

12 **SUP. MOLINA:** I UNDERSTAND THAT.

13

14 **SPEAKER:** AND FRANKLY, AN 85 PERCENT OCCUPANCY RATE IS NOT
15 TENABLE IN MANY FACILITIES BECAUSE THEY ARE ALL HAVING THE
16 SAME PRESSURES. SO AN 85 PERCENT WHICH MAY HAVE BEEN
17 CONSIDERED A STANDARD FOR SOMETIME IS NOT-- IT'S FRANKLY JUST
18 NOT TENABLE FOR ORGANIZATIONS ALL ACROSS THE COUNTRY TODAY.

19

20 **SUP. MOLINA:** I UNDERSTAND. BUT IN THIS INSTANCE, IN ORDER FOR
21 THE PATIENT MIX TO FIT INTO A 600-BED FACILITY, IT MUST
22 OPERATE AT A 95 PERCENT UTILIZATION. AND SO CONSEQUENTLY, THE
23 ISSUE IS WE HAVE TO REHEARSE IT. WE HAVE TO PRACTICE IT. AND
24 WE HAVE TO KNOW WHAT WE'RE DOING BEFORE WE OPEN UP THIS
25 HOSPITAL. YOU ALREADY MENTIONED THAT JUST BY VIRTUE OF IT



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1 BEING NEW, YOU'RE GOING TO HAVE A SURGE. THAT IS WITHOUT ANY
2 KIND OF FLU SEASON. THAT'S WITHOUT ANY EARTHQUAKE. THAT'S
3 WITHOUT ANYTHING GOING ON, ANY TOMATO SALMONELLA SCARE. I
4 MEAN, RIGHT. THAT'S A NORMAL SITUATION. YOU GOT TO RUN AT 95.
5 THE CONTINGENCY HAS TO BE THAT. I DON'T WANT-- I GUESS IT
6 WOULD BE GREAT BECAUSE WE DO HAVE FACILITIES, BUT FOR ME IT'S
7 THE PATIENTS I HAVE IN THIS SERVICE AREA. AND IN SOME
8 INSTANCES, IT WILL BE EASIER TO GO TO DOWNEY TO MEET YOUR
9 NEEDS. BUT NOT NECESSARILY ALL THE TIME WHEN THEY'VE BEEN
10 GOING TO _____. KEEP IN MIND THEY COME IN ALL THE WAY TO
11 POMONA TO GO TO L.A. COUNTY U.S.C. SO THOSE ARE THE ISSUES. SO
12 I REALLY DO THINK-- I'M GOING TO FOLLOW UP THAT WE GET A
13 BETTER IDEA OF THE IMPLEMENTATION. THE OTHER QUESTION THAT I
14 HAVE IS WITH REGARD TO THE ISSUE OF BOARDING TIMES. AND YOU
15 EXPLAINED THE MEDIAN AND THE MEAN AND ALL THAT. SO IT'S MY
16 UNDERSTANDING THAT RIGHT NOW ON BOARDING TIMES YOU ARE USING
17 THE MEDIAN, CORRECT?

18

19 **SPEAKER:** WE USE BOTH. CALCULATED BOTH.

20

21 **SUP. MOLINA:** BUT IN UTILIZATION, WE USE THE MEDIAN. IN OTHER
22 WORDS WE HAVE A RESPONSIBILITY TO HARRIS RODEY, WHICH IS AN
23 ISSUE. AND THEY USE MEDIAN.

24

25 **SPEAKER:** MEDIAN.



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1

2 **SUP. MOLINA:** WHICH IS THE AVERAGE.

3

4 **SPEAKER:** NO. THAT IS THE MIDDLE NUMBER.

5

6 **SUP. MOLINA:** WELL, THE MIDDLE NUMBER. SOME ARE LESS, SOME ARE
7 MORE.

8

9 **SPEAKER:** THAT'S AN EXAMPLE THOUGH, IF YOU HAD THREE NUMBERS
10 THAT WERE ZERO AND 1,000 AND 1,000 YOUR AVERAGE WOULD BE A LOT
11 MORE. BUT YOUR MEDIAN WOULD BE-- YOUR AVERAGE WOULD BE 4, 500,
12 BUT YOUR MEDIAN WOULD BE 0. SO IT CAN VARY STATISTICALLY
13 DRAMATICALLY.

14

15 **SUP. MOLINA:** ON THE BOARDING TIMES UNDER HARRIS RODEY, WE HAVE
16 SEVEN HOURS MEDIAN.

17

18 **SPEAKER:** YES, MA'AM.

19

20 **SUP. MOLINA:** I JUST WANT TO BE ON THE RIGHT PLACE HERE. SO
21 THAT IS ALL, BURN PATIENTS, TRAUMA PATIENTS, EVERYBODY.
22 CORRECT?

23

24 **SPEAKER:** YES.

25



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1 **SUP. MOLINA:** ALL RIGHT. AND THAT'S WHERE WE ASKED YOU TO PULL
2 OUT SOME OF THESE NUMBERS BECAUSE WE HAD A CONCERN. THAT MEANS
3 THE MIDDLE FINGER, AS YOU SAID, NOT IN A DEROGATORY SENSE. YOU
4 USED THE TERM, NOT I. SO WHAT THAT MEANS IS THAT THERE ARE
5 SOME THAT ARE MORE THAN SEVEN HOURS AND SOME THAT ARE LESS
6 THAN SEVEN HOURS. ONE OF THE TRAFFIC JAMS ALONG THE WAY IS
7 GOING TO BE WHEN A WARD IS FILLED. RIGHT? ONE OF THE CONCERNS
8 THAT WE HAVE IS PEDIATRICS. IT'S MUCH SMALLER. IT'S SMALLER BY
9 50 PERCENT. SO WE ASKED YOU TO PULL THE DATA. AND WHAT ARE THE
10 WAIT TIMES THAT YOU'D SHOW ON CHILDREN?

11

12 **SPEAKER:** ACTUALLY WE DON'T HAVE--

13

14 **SUP. MOLINA:** I HAVE IT. YOU DID IT FOR ME.

15

16 **SPEAKER:** SUPERVISOR, IF I CAN ADDRESS THAT. THE CURSORY
17 ANALYSIS THAT WE WERE ASKED TO PROVIDE FOR PEDS, IT WAS SIMPLY
18 TO SHOW AT A HIGH LEVEL WHAT WOULD HAPPEN IF WE HAD TWO UNITS
19 OPERATING INDEPENDENTLY WITH A FLOW OF PATIENTS GOING INTO
20 THOSE TWO UNITS. AND WHAT WOULD HAPPEN OPERATIONALLY IF WE
21 WERE TO COMBINE THOSE TWO UNITS INTO A SINGLE UNIT AND YET
22 HAVE THE SAME FLOW OF PATIENTS GOING INTO THAT. SO WHAT I DID
23 WAS PROVIDE YOU WITH SORT OF A CURSORY ANALYSIS OF WHAT THAT
24 WOULD LOOK LIKE. NOW I DON'T--

25



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1 **SUP. MOLINA:** RIGHT NOW WE HAVE 26 BEDS AT THE NEW FACILITY,
2 RIGHT?

3

4 **SPEAKER:** I BELIEVE IT'S 25, SORRY.

5

6 **SUP. MOLINA:** YOU ARE CORRECT. IT'S 25. SO IN THAT, IT WOULD
7 DEMONSTRATE THAT CHILDREN WILL BE WAITING, AND THE PARENTS OF
8 CHILDREN WILL BE WAITING NINE HOURS.

9

10 **DR. STEPHANIE HALL:** THAT WAIT TIME, SUPERVISOR, WAS A
11 CALCULATION OF THE ENTIRE EMERGENCY DEPARTMENT. AND IT WASN'T
12 SPECIFIC FOR PEDIATRICS.

13

14 **SUP. MOLINA:** WELL I ASKED SPECIFICALLY FOR PEDIATRICS. SO THEN
15 THIS IS NOT FOR PEDIATRICS?

16

17 **DR. STEPHANIE HALL:** THAT ANALYSIS WAS FOR WHAT EFFECT WOULD
18 THE CHANGE IN OPERATION AFFECT THE ENTIRE EMERGENCY
19 DEPARTMENT? AND THAT INCLUDES ADULT PATIENTS.

20

21 **SUP. MOLINA:** THAT'S NOT WHAT THIS SAYS. I MEAN I'M ONLY
22 WORKING FROM WHAT THEY GAVE ME.

23

24 **SPEAKER:** SUPERVISOR, IF I MAY ADDRESS THAT.

25



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1 **SUP. MOLINA:** SURE.

2

3 **SPEAKER:** THE DATA THAT I GAVE YOU CAME FROM A DIFFERENT MODEL
4 WITH DIFFERENT DATA. I'LL BE FRANK. IT'S OLDER DATA THAN THE
5 DATA THAT WE USED FOR THIS MOST RECENT MODEL. SO YOU'LL SEE
6 THAT THERE'S SOME NUMBERS. IT'S REALLY MEANT TO SHOW TRENDS
7 AND WHAT WOULD HAPPEN. I BELIEVE THE DESIRE WAS TO COMBINE THE
8 PEDS AND THE ADOLESCENT UNITS TOGETHER INTO ONE UNIT. AND SO
9 AT A HIGH LEVEL, WITH A DIFFERENT MODEL, I SHOWED YOU WHAT
10 THOSE TRENDS WOULD LOOK LIKE. BUT THERE ARE SOME OTHER
11 CIRCUMSTANCES THAT WOULD GO ALONG WITH THAT. AND IF YOU'VE GOT
12 THAT PAGE, THEN YOU'VE PROBABLY GOT THE REST OF MY REPORT.

13

14 **SUP. MOLINA:** SO WHAT IS THE WAITING TIME ON THE COMBINED MODEL
15 THAT THE HOSPITAL IS BASING THEIR INFORMATION ON? WHAT IS THE
16 WAITING TIME FOR CHILDREN?

17

18 **DR. STEPHANIE HALL:** WE DON'T HAVE A CALCULATED WAITING TIME
19 FOR CHILDREN SEPARATE FROM THE ENTIRE GROUP.

20

21 **SUP. MOLINA:** WHY NOT?

22

23 **DR. STEPHANIE HALL:** CURRENTLY THE WAITING TIME FOR CHILDREN IS
24 ZERO.

25



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1 **SUP. MOLINA:** I KNOW. BUT NOW YOU'RE GOING TO HAVE 50 PERCENT
2 LESS BEDS.

3

4 **DR. STEPHANIE HALL:** OUR PROPOSED MODEL INCLUDES ACCOMMODATING
5 THE ADOLESCENT PATIENTS ON A DEDICATED UNIT OF 19 BEDS. AND
6 OUR CURRENT PROJECTIONS IS THAT THAT WILL ACCOMMODATE THOSE
7 PATIENTS, AND THAT THE WAIT TIME WILL REMAIN APPROXIMATELY THE
8 SAME.

9

10 **SUP. MOLINA:** SO IT'LL BE ZERO.

11

12 **DR. STEPHANIE HALL:** YES. OR WITHIN THE CURRENT, EXISTING WAIT
13 TIMES.

14

15 **SUP. MOLINA:** I'M SORRY?

16

17 **DR. STEPHANIE HALL:** WITHIN THE EXISTING WAIT TIMES FOR
18 PEDIATRIC, WHICH RANGES FROM ZERO TO A COUPLE OF HOURS.

19

20 **SUP. MOLINA:** NOT THE DATA I WAS PRESENTED, OBVIOUSLY. SO YOU
21 DID IT ON SOME MODEL OF WHAT SOME MAKE BELIEVE NUMBERS, OR
22 WHAT?

23

24 **SPEAKER:** NO, THIS IS COMING FROM AN INPATIENT MODEL WE BUILT
25 FOR THE HOSPITAL ABOUT A YEAR AGO.



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1

2 **SUP. MOLINA:** CAN YOU OPERATE IT NOW FROM THE NUMBERS THAT THEY
3 HAVE? CAN YOU DO A MODELING FROM THE NUMBERS THEY HAVE TODAY?

4

5 **SPEAKER:** ARE WE SEPARATING OUT PEDS?

6

7 **SUP. MOLINA:** NO.

8

9 **SPEAKER:** WE'D HAVE TO GET A LOT MORE DATA TO DO IT.

10

11 **SUP. MOLINA:** THEY HAVE IT. BECAUSE THEY HAVE THEIR CENSUS ON
12 WHAT GOES ON ON A PERIODIC BASIS ON THEIR PEDIATRIC BEDS. AND
13 WHAT THEY'RE LOOKING AT IS COMBINING NOW THEIR ADOLESCENT WITH
14 THEIR PEDIATRIC BEDS. AND IT WOULD BE INTERESTING TO SEE WHAT
15 THE MODELING IS.

16

17 **SPEAKER:** IT COULD BE DONE WITH ADDITIONAL INFORMATION THAT WE
18 DON'T HAVE TO DO RIGHT NOW, BUT IT COULD BE DONE, OBVIOUSLY,
19 IF WE WANTED TO GO DOWN THAT PATH.

20

21 **SUP. MOLINA:** I THINK I'D LIKE TO SEE IT, BECAUSE, YOU KNOW,
22 IT'S ONE THING RIGHT NOW I DON'T KNOW IF YOU'RE SAYING THE
23 BOARDING TIMES FOR CHILDREN. I'D LIKE TO KNOW, AND NOW IT'S A
24 NUMBER I'D LIKE TO TRACK, SO I'M GOING TO BE ASKING THAT
25 INFORMATION FOR TRACKING, AT LEAST FROM NOW ON, BUT I WOULD BE



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1 CURIOUS TO MODELING THAT UNDER THIS SCENARIO? BECAUSE IT'S
2 LIKE ANYTHING ELSE. ON AN ADOLESCENT BED, DOES A FOUR-YEAR OLD
3 GET TO GO INTO THAT BED?

4

5 **DR. STEPHANIE HALL:** THE CURRENT PLAN IS THAT THE PATIENTS
6 BELOW AGE 13 WOULD BE COHORTED ON THE PEDIATRIC UNIT.

7

8 **SUP. MOLINA:** DOES A FOUR-YEAR OLD GET TO GO INTO THAT BED?

9

10 **DR. STEPHANIE HALL:** ON THE PEDIATRIC UNIT, YES. BUT THE
11 ADOLESCENT WOULD BE COHORTED FOR 14 TO 21.

12

13 **SUP. MOLINA:** I DON'T KNOW THAT. IF I'M A 14-YEAR-OLD, DO I GET
14 TO GO INTO THE PEDIATRICS UNIT?

15

16 **DR. STEPHANIE HALL:** PREFERABLY WE LIKE TO SEPARATE AND THE
17 STATE RECOMMENDS TO KEEP THEM SEPARATE.

18

19 **SUP. MOLINA:** I DIDN'T ASK YOU WHAT I WOULD PREFER. I'M WAITING
20 IN LINE. I'M 14 YEARS OLD. AND THERE ARE NO BEDS UNDER THE
21 ADOLESCENT UNIT. CAN I GO INTO A PEDS BED?

22

23 **DR. STEPHANIE HALL:** YES.

24

25 **SUP. MOLINA:** THAT'S THE QUESTION I HAVE. AND VICE VERSA.



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1

2 **DR. STEPHANIE HALL:** YES.

3

4 **SUP. MOLINA:** THAT'S DIFFERENT. ALL RIGHT. SO I WOULD LIKE THAT
5 MODELING. I THINK SO THAT I COULD BETTER UNDERSTAND IT UNDER
6 THE NEW DATA TO SEE HOW THE WAIT TIMES ARE GOING TO BE
7 AFFECTED. AND THEN THE OTHER THING IS THAT IT WOULD BE
8 EFFECTIVE FOR US TO HAVE A BETTER UNDERSTANDING HOW THE
9 IMPLEMENTATION IS GOING TO OPERATE WHILE YOU'RE GOING TO BE
10 USING OCCUPANCY OR UTILIZATION. AND I THINK THAT'S A KIND OF
11 POLICY DETERMINATION FOR THE HOSPITAL, I GUESS; RIGHT?

12

13 **DR. STEPHANIE HALL:** SUPERVISOR, THE CALCULATION OF OCCUPANCY
14 IS A VERY LABOR-INTENSIVE ACTIVITY. AND CURRENTLY THE CENSUS
15 CALCULATIONS ARE DONE BY HOSPITAL STANDARD, AS YOU REFERENCED.

16

17 **SUP. MOLINA:** THEN WHY ARE WE DOING MODELING ON 95 PERCENT
18 UTILIZATION IF NOBODY USES THIS STANDARD ANYWHERE IN THE STATE
19 OF CALIFORNIA?

20

21 **DR. STEPHANIE HALL:** IT WAS DESIGNED TO IDENTIFY FLOW. IT'S A
22 PATIENT FLOW MODEL TO IDENTIFY THE CONTINUUM OF CARE FROM THE
23 TIME THE PATIENT ARRIVES TO THE TIME OF DISCHARGE TO IDENTIFY
24 WHERE IN THE PROCESSES ARE THE BOTTLENECKS OCCURRING. SO IT'S



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1 A FLOW MODEL DESIGNED TO ASSIST HOSPITALS IN IMPROVEMENT
2 EFFORTS.

3

4 **SUP. MOLINA:** I KNOW. BUT IT WAS PRESENTED TO US FROM THE
5 STANDPOINT OF HOW TO ADDRESS THE ISSUE OF HOW THESE PATIENTS
6 WERE GOING TO FIT INTO THE NEW FACILITY. NOW, IT MIGHT HAVE
7 BEEN PRESENTED TO YOU AND YOU MIGHT HAVE LOOKED AT IT VERY
8 DIFFERENTLY, BUT WHEN IT WAS PRESENTED TO US, THAT WAS WHAT IT
9 WAS. AND SO THAT'S WHY THE UTILIZATION ISSUE WAS BROUGHT UP AT
10 THAT TIME. AND WHY WOULD WE BE DOING A MODELING COMPONENT? I
11 UNDERSTAND FOR EFFICIENCY PURPOSES, BUT THAT'S WHEN WE ASKED
12 THE QUESTION ABOUT THE SURGE OF 5 OR 10 PERCENT, WHICH HAPPENS
13 PRETTY REGULARLY. IT CAN HAPPEN, SO THAT'S WHY I WANT TO
14 UNDERSTAND WHY WE'RE BEING PRESENTED A UTILIZATION MODEL THAT
15 NO ONE OPERATES UNDER, AND YOU AREN'T PLANNING TO EITHER.

16

17 **DR. STEPHANIE HALL:** I UNDERSTAND YOUR QUESTION. AND ALSO, I
18 JUST WANT TO CLARIFY THAT THE FLOW MODEL, IT PROVIDES UNIQUE
19 INFORMATION ON THE EFFECT OF OPERATIONAL CHANGES WITHIN THE
20 HOSPITAL AND THOSE EFFECTS THAT OCCUR IN THE EMERGENCY
21 DEPARTMENT.

22

23 **SUP. MOLINA:** DR. HALL, THIS IS A POLICY BOARD. WE NEED TO MAKE
24 A DETERMINATION. OKAY? THERE'S NO DOUBT THAT WE APPRECIATE THE
25 EFFICIENCIES THAT YOU ARE TRYING TO ACHIEVE, AND IF THIS



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1 MODELING COMPONENT WAS PURELY FOR YOUR EFFICIENCIES, THEN IT
2 SHOULD HAVE BEEN PRESENTED AS SUCH. BUT THE QUESTION THAT WE
3 HAVE BEEN ASKING, AND THE POLICY ISSUE THAT WE HAVE BEEN
4 ASKING, AND YOU KNOW THAT I'VE BEEN DOING IT FOR OTHER 12
5 YEARS, ABOUT OUR ABILITY TO FIT LESS-- MORE PATIENTS OR AS
6 MANY PATIENTS INTO OUR NEW HOSPITALS. YOU ARE TELLING ME, AND
7 I THINK THIS IS A GOOD CONCLUSION, THAT WE ARE GOING TO FIT AS
8 MANY PATIENTS. WHY? BECAUSE THE AVERAGE LENGTH OF STAY IS
9 GOING TO BE LESS AND BECAUSE WE'RE GOING TO TURN AROUND
10 QUICKER. THOSE ARE ALL GOOD THINGS. BUT SAYING THEM AND DOING
11 THEM ARE TWO DIFFERENT THINGS, AS WE CAN TELL FROM THE
12 DISCUSSION WE HAD PRIOR. WE ARE TOLD ONE THING AND THEY GO IN
13 ANOTHER ROOM AND DO SOMETHING ELSE. WE PASS MOTIONS HERE ALL
14 THE TIME 5-ZIP TELLING THEM TO GO OUT AND DO THIS STUFF, AND
15 THEY COME BACK, AND "WE DIDN'T DO IT." OR, "OH, IS THAT WHAT
16 YOU MEANT?" SO I THINK THIS IS A VERY SERIOUS ISSUE, AND I
17 APPRECIATE WHAT YOU'RE TRYING TO SAY. BUT THIS BOARD, AT
18 LEAST, THIS BOARD MEMBER, NEEDS TO KNOW WHETHER I'M GOING TO
19 BE ABLE TO TELL MY COMMUNITY THAT AS MANY PATIENTS AS HAS BEEN
20 SEEN IN ARE GOING TO HAVE AN OPPORTUNITY FOR UTILIZATION OF
21 THAT HOSPITAL. AND IF THAT IS NOT THE CASE, I NEED TO KNOW
22 WHAT THE CONTINGENCY IS, AND FOR ME, THE CONTINGENCY WOULD BE
23 IS TO LEAVE WOMEN AND CHILDREN'S ALONE. LET IT STAND FOR THE
24 NEXT TWO, THREE YEARS AS WE TRANSITION INTO THIS FACILITY, SO
25 WE COULD PROBABLY GET A WAIVER OF SOME TYPE IF THAT NEED BE,



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1 BUT YOU ARE TELLING ME THAT I DON'T NEED TO DO THAT BECAUSE
2 WE'RE HUMMING AND SOMEHOW, FROM THE HUMMING THAT THEY'RE
3 TELLING ME WE NEED TO DO AND THE OCCUPANCY THAT YOU WERE
4 TELLING ME WITH MORE EFFICIENCIES, I'M NOT CONVINCED, AND
5 THAT'S THE CONVINCING THAT WE NEED TO ACHIEVE. SO I'M GOING TO
6 ASK BETWEEN THE DEPARTMENT AND THE C.E.O.'S OFFICE TO PLEASE
7 PROVIDE HOW THAT IS GOING TO WORK IN ACTUAL OPERATION. AND I
8 TAKE IT YOU MAY USE THEIR DATA OR MAYBE NOT, I DON'T KNOW. BUT
9 I DO KNOW THAT NEVER, IN ALL THE TIMES THAT I'VE BEEN LOOKING
10 AT THIS FOR OVER 12 YEARS, OCCUPANCY HAS ALWAYS BEEN THE
11 STANDARD BECAUSE THAT'S A STATEWIDE STANDARD. THAT'S AN
12 EFFICIENCY STANDARD, AND AS HE SAID, 85 PERCENT OCCUPANCY IS
13 STILL A TOUGH ONE TO ACHIEVE. SO WHEN WE WERE BEING TOLD BY
14 OUR, QUOTE, PLANNERS, OUR ACADEMIC FOLKS, AS TO WHAT TO LOOK
15 FORWARD TO, THEY'RE SAYING 95 PERCENT. IT'S GOT TO RECONCILE
16 SOMEWHERE IN SOME REALITY. I DON'T WANT IT TO RECONCILE ON THE
17 DAY THAT WE OPEN THAT WE'RE GOING TO HAVE PATIENTS OUTLINING.
18 WHEN I CAME TO THIS BOARD IN 1991, THERE WERE PATIENTS IN THE
19 AISLES OF EVERY HALLWAY EVERYWHERE. I MEAN, THE EMERGENCY ROOM
20 WAS ALWAYS CLOSED ON THURSDAY, FRIDAY, SATURDAY, STANDARD. WE
21 HAVE DONE AN AWFUL LOT TO IMPROVE THAT AND L.A. COUNTY U.S.C.
22 HAS DONE AN OUTSTANDING JOB, BUT I DON'T WANT TO GO BACK TO
23 THAT, AND SO THE EFFICIENCIES ARE WELCOMED AND THE
24 OPPORTUNITIES TO HAVE A SHORTER STAY FOR PATIENTS IS A GOOD
25 THING FOR OUTCOMES, BUT I NEED TO BE ASSURED OF THAT AND I'M



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1 NOT GETTING THOSE ASSURANCES BECAUSE MY PEOPLE WHO ARE SCOPING
2 THIS OR MODELING THIS ARE TELLING ME ONE, QUOTE, FACTOR AND
3 YOU'RE UTILIZING ANOTHER, SO I THINK WE NEED TO GET THAT
4 RECONCILIATION.

5

6 **C.E.O. FUJIOKA:** WE'LL ABSOLUTELY GET THAT INFORMATION. WHAT
7 DOES NEED TO BE RECOGNIZED TODAY, AND I KNOW YOU'RE THE FIRST
8 TO UNDERSTAND THIS, IS THAT WHAT DR. HALL AND HER STAFF, AND
9 ALSO THE ADMINISTRATIVE STAFF AT BIG COUNTY, OR L.A.C.-U.S.C.
10 MED. CENTER HAVE DONE OVER THE PAST COUPLE YEARS HAS BEEN
11 EXCEPTIONAL. I SPENT SIX YEARS AT L.A.C.-U.S.C. MEDICAL CENTER
12 WORKING AT VARIOUS CAPACITIES AND IT'S A DIFFERENT FACILITY,
13 AND AS I'M GETTING READY TO MOVE IN FROM THE OLD FACILITY IN
14 TERMS OF OPERATION INTO THE NEW ONE, THERE HAVE BEEN SOME
15 SIGNIFICANT CHANGES, AND WE NEED TO TAKE THE TIME TO PROVIDE
16 THAT INFORMATION, TO SHOW YOU THAT THOSE TRANSLATE FROM
17 OCCUPANCY TO UTILIZATION.

18

19 **SUP. YAROSLAVSKY:** MADAME CHAIR?

20

21 **SUP. MOLINA:** SUPERVISOR KNABE?

22

23 **SUP. KNABE:** I MEAN, OBVIOUSLY, MY ISSUES ARE SOMEWHAT
24 DIFFERENT AND SORT OF OVERLAP WHAT HER CONCERNS ARE, BUT
25 SPECIFICALLY, IF YOU HAD AN IMMEDIATE SURGE AT L.A.C.-U.S.C.



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1 OF 5 PERCENT, WHERE DO YOU THINK THESE PATIENTS WOULD GO? AND
2 THEN THE FOLLOW-UP QUESTION, IF IT HIT 15 PERCENT, WHERE WOULD
3 THESE PATIENTS GO?

4

5 **DR. ROBERT SPLAWN:** A COUPLE FACTORS. ACTUALLY, THERE'S
6 SEVERAL. EVEN WITH THE 5 PERCENT SURGE, A LOT DEPENDS ON-- I
7 MEAN, E.R., THEY'RE USED TO DEALING WITH CRISIS. THEN YOU
8 START DOING THINGS A LITTLE BIT DIFFERENT JUST TO TRY TO MOVE
9 PATIENTS THROUGH A LITTLE BIT FASTER, SO THERE ARE ACTUALLY
10 CERTAIN THINGS THAT CAN BE DONE ON THE GROUND. THE OTHER ONE,
11 BY IMPLEMENTING THE PLAN INVOLVING RANCHO BEDS AND HAVING A
12 VERY STREAMLINED PROCESS, WHERE THE PHYSICIAN CONTROLLING THE
13 PROCESS, MAKING A DETERMINATION WHO NEEDS TO BE ADMITTED AND
14 BEING ABLE TO EXPEDITIOUSLY MOVE THAT PATIENT TO RANCHO COULD
15 HELP MITIGATE AGAINST--

16

17 **SUP. KNABE:** I MEAN, THAT WOULD BE THE NORMAL FLOW, BEST-CASE
18 SCENARIO, I WOULD ASSUME. I MEAN, I ASKED THE QUESTION EARLIER
19 WHETHER IT'S GOING TO BE, YOU KNOW, WHAT KIND OF BEDS ARE YOU
20 GOING TO BE UTILIZING. TO ME, BEDS AT RANCHO PROBABLY WON'T BE
21 THE QUICK FIX KIND OF THING WHERE YOU TAKE SOMEBODY IN THE
22 E.R. AND--

23

24 **SPEAKER:** ACTUALLY, IT'S A GOOD CHUNK. WHEN YOU LOOK AT THOSE
25 PATIENTS-- STROKE, IT'S-- ORTHOPEDIC-TYPE PATIENTS, IT'S



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1 PATIENTS WHO-- CONGESTIVE HEART FAILURE, THOSE TYPES OF
2 PATIENTS.

3

4 **SUP. KNABE:** SO THAT'S THE FLOW ISSUE. MY CONCERN IS PROBABLY
5 THE SAME ISSUE WE'VE HAD RIGHT HERE WITH M.L.K., WHERE DO SOME
6 OF THESE PATIENTS GO IMPACTING PUBLIC IN OUR FACILITIES WHICH
7 WE CAN CONTROL TO A CERTAIN DEGREE, BUT THE OTHER PRIVATE
8 HOSPITALS IN THE AREA ARE NONPROFIT, FOR PROFIT, WHATEVER IT
9 MAY BE. WHAT THE IMPACT MAY BE THERE, BECAUSE THE WAY I LOOK
10 AT IT, THE REPORT, THIS WHOLE REPORT IS DUE IN OCTOBER.
11 HOSPITAL IS SUPPOSED TO OPEN IN DECEMBER AND I'M NOT SURE THAT
12 THAT'S ENOUGH TIME FOR SURROUNDING HOSPITALS TO HAVE TIME TO
13 PREPARE FOR THAT ADDITIONAL IMPACT. WHAT KIND OF OUTREACH ARE
14 WE DOING? I MEAN, WHAT--

15

16 **SPEAKER:** I WOULD SAY I THINK THAT NEEDS TO START FAIRLY
17 QUICKLY, JUST AS ANOTHER BACKUP PLAN. AGAIN, THERE ARE OPTIONS
18 THAT ARE A LITTLE BIT DIFFERENT THAN KING BECAUSE WE BASICALLY
19 CLOSED DOWN THE E.R.. WE'RE NOT TALKING ABOUT CLOSING DOWN THE
20 E.R. AT L.A.C.

21

22 **SUP. KNABE:** AT SOME MOMENT IN TIME YOU MAY. I MEAN, I DON'T
23 MEAN CLOSING THE E.R. CLOSING, BUT WHEN IT'S TOTALLY FULL, YOU
24 KNOW, YOU'RE GOING TO BE ON DIVERSION. GOING TO BE PARTLY
25 RESPONSIBLE. I MEAN, YOU'RE GOING TO HAVE SURGES, MAYBE IN



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1 WALK-IN BECAUSE YOU HAVE A NEW FACILITY AND EVERYBODY WANTS TO
2 GO TO THE NEW FACILITY, THINKING BETTER EQUIPMENT,
3 EVERYTHING'S GOING TO BE FASTER. FASTER. I WOULD HOPE. I GUESS
4 I'M SOMEWHAT SURPRISED TO HEAR YOU'RE SAY THAT THAT
5 CONTINGENCY HASN'T BEEN STARTED YET, BUT I WOULD HOPE THAT
6 THAT OUTREACH AND CONTINGENCY STARTS TO WORK-- THAT PLAN
7 STARTS TO BE DEVELOPED PRETTY QUICKLY. I MEAN, YOU'VE GOT A
8 REPORT COMING IN OCTOBER, AND HOSPITAL OPENS IN DECEMBER, IT'S
9 GOING TO TAKE EVERYONE SOME TIME, AND AS WE LEARNED IN THE
10 PROCESS, THE MORE TIME WE HAVE TO IMPLEMENT A PLAN, I THINK
11 THE BETTER OFF WE'RE ALL GOING TO BE. INSTEAD OF DEALING WITH,
12 YOU KNOW, THAT MOMENT IN CRISIS, AT FRIDAY AFTERNOON AT 3:00
13 O'CLOCK

14

15 **SUP. BURKE, CHAIR:** I HAVE ONE JUST REALLY FAST QUESTION. DO
16 ANY HOSPITAL-- ARE THERE HOSPITALS THAT USE A DISCHARGE LOUNGE
17 FOR ANYTHING OTHER THAN MATERNITY?

18

19 **SPEAKER:** YES, MA'AM.

20

21 **SUP. BURKE, CHAIR:** THERE ARE? WHAT DO THEY USE THEM FOR? I
22 MEAN, BECAUSE IT SEEMS-- THE ISSUE THAT WAS RAISED BY
23 SUPERVISOR MOLINA IN TERMS OF THE LONG TIME FOR DISCHARGE, DO
24 THEY USE IT FOR-- WHAT PATIENTS WOULD THEY USE IT OTHER THAN
25 MATERNITY?



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1

2 **SPEAKER:** ACTUALLY THE DISCHARGE LOUNGE AT L.A.C.-U.S.C. IS ONE
3 OF THE BETTER RUN DISCHARGE LOUNGES THAT WE'VE SEEN.

4

5 **SUP. BURKE, CHAIR:** DO THEY USE IT FOR SOMETHING OTHER THAN
6 MATERNITY?

7

8 **SPEAKER:** I BELIEVE SO.

9

10 **DR. STEPHANIE HALL:** WE USE THE DISCHARGE LOUNGE FOR ANY
11 PATIENT WHO IS ELIGIBLE, MEANING THEY CAN SIT IN A CHAIR, THAT
12 THEY DON'T REQUIRE MEDICATIONS WHILE THEY'RE WAITING, FOR
13 EXAMPLE, THEIR FAMILY MEMBER TO PICK THEM UP. SO IF A PATIENT,
14 FOR EXAMPLE, IS DISCHARGED AT 11:00, AND THEY'RE ELIGIBLE,
15 THEY THEN GO TO THE LOUNGE WHERE THEY CAN WATCH T.V. OR USE
16 THE PHONE OR WHATEVER UNTIL THEIR FAMILY MEMBER OR WHOMEVER IS
17 GOING TO BE PICKING THEM UP OR THEIR PRESCRIPTIONS ARE READY.
18 AND IT PROVIDES FOR AN INTERIM LOCATION FOR THEM TO STAY WHILE
19 THE BED IS CLEANED AND THEN TURNED OVER FOR THE NEXT
20 ADMISSION. SO, YES, WE USE OUR DISCHARGE LOUNGE PRIMARILY FOR
21 MEDICAL/SURGICAL PATIENTS AND LESS SO FOR THE O.B. PATIENTS.

22

23 **SUP. BURKE, CHAIR:** I SEE. BECAUSE IT SEEMS TO ME THAT THAT
24 WOULD BE VERY CRUCIAL IF YOU GO TO THIS UTILIZATION APPROACH.

25



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1 **SPEAKER:** YES, AND THEY HAVE ONE OF THE BETTER-RUN UNITS IN
2 THIS RESPECT THAT WE REFER TO AS A BEST PRACTICE.

3

4 **SUP. BURKE, CHAIR:** I SEE. MR. SACHS, SINCE YOU WENT-- OKAY,
5 FINE. ALL RIGHT. THAT WAS JUST INFORMATION, RIGHT? NOW FOR
6 DISCUSSION?

7

8 **SUP. KNABE:** I GUESS WHAT I WOULD LIKE TO SORT OF AMEND, I KNOW
9 IT'S A RECEIVE AND FILE, BUT I WOULD LIKE TO AMEND IT TO
10 INCLUDE-- I HAVE A MOTION I THINK THAT THEY'RE PREPARED TO
11 HAND OUT. BUT BASICALLY TO DIRECT THE C.E.O. AND THE
12 DEPARTMENTS OF HEALTH SERVICES TO ONE, START IMMEDIATELY TO
13 ENGAGE THE POTENTIALLY IMPACTED HOSPITALS SURROUNDING L.A.C.-
14 U.S.C., ACCORDING TO POTENTIAL IMPACT ON SURGE, TO ASSIST THEM
15 WHEREVER POSSIBLE IN DEVELOPING THE CONTINGENCY PLAN, TO
16 MINIMIZE POTENTIAL STRESS AT THE MEDICAL CENTER, AND TO REPORT
17 BACK TO THE BOARD IN 30 DAYS ON PROGRESS MADE.

18

19 **SUP. BURKE, CHAIR:** MOVED BY KNABE, SECONDED BY MOLINA; WITHOUT
20 OBJECTION, THAT AMENDMENT IS ADDED TO THE RECEIVE AND FILE,
21 THE REPORT BACK. THANK YOU.

22

23 **JOHN SCHUNHOFF:** SUPERVISOR, ONE POINT. I THINK IT'S IMPORTANT
24 FOR THE CONSULTANTS TO EXPLAIN THAT THE AMOUNT OF TIME THAT'S
25 GOING TO BE INVOLVED TO DO THE ADDITIONAL WORK THAT MISS



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1 MOLINA REQUESTED RELATIVE TO THE PEDIATRICS, JUST SO WE DON'T
2 HAVE ANY MISUNDERSTANDING ABOUT THE AMOUNT OF WORK AND THE
3 TIME INVOLVED. OBVIOUSLY WE'RE QUITE WILLING TO DO THAT WORK.
4 I JUST WANT TO MAKE SURE THAT PEOPLE KNOW WHAT THAT'S GOING TO
5 TAKE.

6

7 **SUP. MOLINA:** WHAT IS IT GOING TO TAKE?

8

9 **JOHN SCHUNHOFF:** IT WOULD TAKE ABOUT EIGHT WEEKS, BECAUSE WE'D
10 NEED TO RECOLLECT THE DATA, RERUN THE MODELS. THERE WOULD BE
11 SOME SMALL CHANGES TO THE MODEL, TO ARCHITECTURE OF THE MODEL,
12 NOT LARGE. THE GOOD NEWS IS YOU WOULDN'T BE REBUILDING A
13 MODEL. AND THEN DO THE ANALYSIS. WE COULD DO THAT WITHIN ABOUT
14 EIGHT WEEKS.

15

16 **SUP. YAROSLAVSKY:** THIS EXERCISE YOU WILL GO THROUGH FOR THE
17 NEXT EIGHT WEEKS. SORRY. I WASN'T ON. COULD YOU DESCRIBE HOW
18 YOU UNDERSTAND THE EXERCISE THAT YOU'RE GOING TO GO OVER?

19

20 **SPEAKER:** TO MEET THIS NEED?

21

22 **SUP. YAROSLAVSKY:** YES. THE EIGHT-WEEK EXERCISE.

23

24 **SPEAKER:** ABOUT HALF-- FRANKLY ABOUT HALF OF THE TIME IS--

25



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1 **SUP. YAROSLAVSKY:** NO. WHAT IS THE EXERCISE YOU'RE GOING TO GO
2 THROUGH? NOT WHAT ARE YOU GOING TO DO, BUT WHAT IS THE
3 OBJECTIVE?

4

5 **SPEAKER:** TO GATHER INFORMATION REGARDING THE BOARDING TIME
6 SPECIFIC TO PEDIATRIC PATIENTS.

7

8 **SUP. YAROSLAVSKY:** IN TERMS OF ASSUMPTIONS, ARE YOU GOING TO
9 CONTINUE TO OPERATE UNDER THE SAME ASSUMPTIONS THAT YOU
10 OPERATED UNDER YOUR PREVIOUS ANALYSIS, ANALYSES?

11

12 **SPEAKER:** IF WE'RE GOING TO KEEP THE SAME MODEL, WE'D HAVE TO
13 DO THAT, YES.

14

15 **SUP. YAROSLAVSKY:** AND YOU'RE GOING TO KEEP THE SAME MODEL?

16

17 **SPEAKER:** YES. ARE THERE ANY NEW ASSUMPTIONS THAT WE SHOULD
18 CONSIDER? SUCH AS BEDS OFF-SITE OR SOMETHING ELSE?

19

20 **SUP. YAROSLAVSKY:** THANK YOU.

21

22 **SUP. KNABE:** BY THE WAY, JUST CURIOSITY, IS THE SCREENING
23 PROCESS IN WRITING THAT YOU'RE GOING TO USE TO GO TO RANCHO,
24 IS THAT IN WRITING?

25



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1 **SPEAKER:** IT WILL BE.

2

3 **SUP. KNABE:** IT WILL BE?

4

5 **SPEAKER:** POLICY WILL BE DEVELOPED.

6

7 **C.E.O. FUJIOKA:** THE INTENT WITH RESPECT TO THE BEDS AT RANCHO
8 WAS TO TIE PATIENTS LEAVING L.A.C.-U.S.C. MEDICAL CENTER WITH
9 VERY SPECIFIC PROGRAMS AT RANCHO. WE TALKED ABOUT THE STROKE
10 PROGRAM, OUR STROKE PATIENTS. EVERYONE KNOWS THAT RANCHO HAS
11 AN EXCEPTIONAL POST-STROKE REHABILITATION PROGRAM. AND YOU
12 ALSO HAVE THE ORTHOPEDICS GIVEN THE STRENGTH IN
13 REHABILITATION. AND SO WE'RE TRYING TO DRAW THAT STRONG NEXUS
14 BETWEEN-- WELL FOCUSING ON THE PATIENT NEED IN THAT VERY
15 SPECIFIC PROGRAM.

16

17 **SUP. KNABE:** THANK YOU.

18

19 **SUP. BURKE, CHAIR:** ANY OTHER QUESTIONS? ALL RIGHT. THANK YOU
20 VERY MUCH.

21

22 **SPEAKER:** THANK YOU.

23

24 **SUP. BURKE, CHAIR:** IF THERE'S NOTHING FURTHER, PUBLIC COMMENT.
25 MR. SACHS, YOU WERE DOWN FOR PUBLIC COMMENT. SINCE YOU'RE THAT



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1 FAR BACK, DID YOU STILL PLAN TO DO IT? ALL RIGHT. LENAANII
2 CHASE SIAME, THE ARCH. PLEASE COME FORWARD. YES, PLEASE STATE
3 YOUR NAME.

4

5 **ARNOLD SACHS:** GOOD AFTERNOON. ARNOLD SACHS. I'D LIKE TO USE A
6 LITTLE BIT OF THIS PUBLIC COMMENT AGAIN TO TALK ABOUT ONE OF
7 MY FAVORITE SUBJECTS, AND THAT WOULD BE THE L.A.C.M.T.A. AND
8 BEFORE I GET INTO THAT TOTALLY, I JUST WANTED TO ASK A
9 QUESTION. LAST WEEK ON THE AGENDA, THERE WAS AN ITEM FOR THE
10 FOOTHILL TRANSIT SHERIFF'S, FUNDING FOR THE SHERIFFS. AND IT
11 WAS HELD OVER BECAUSE OF BUDGET QUESTIONS. BUT TWO WEEKS AGO,
12 THERE WERE THREE ITEMS ON THE AGENDA REGARDING SHERIFFS. I
13 BELIEVE ONE WAS FOR PALMDALE AND ONE WAS FOR SANTA CLARITA.
14 YET THOSE WEREN'T HELD. SO WHY THE DIFFERENTIAL? WHY WAS THE
15 FOOTHILL TRANSIT STAFFING HELD AND THE OTHER TWO-- I
16 UNDERSTAND DIFFERENT AGENCIES. BUT THEY ALL WERE GETTING
17 SHERIFFS TO PATROL THEM. YET THE FOOTHILL AGENCY WAS HELD BUT
18 THE OTHER TWO WERE PASSED THROUGH. AND IT'S STILL THE SAME
19 SHERIFFS. MAYBE DIFFERENT TRANSPORTATION AGENCIES, BUT IT'S
20 STILL THE SAME SHERIFFS. THE QUESTION IS WHY WAS ONE HELD AND
21 THE OTHER TWO NOT? THEN I'D LIKE TO GO ON AND QUOTE-- THERE'S
22 BEEN SOME ARTICLES IN THE NEWSPAPER RECENTLY REGARDING STEPS
23 THAT THE O.C.T.A., THE ORANGE COUNTY TRANSPORTATION AUTHORITY,
24 HAVE TAKEN, WITH THE COST OF GASOLINE BEING 4.50. YET I DON'T
25 SEE ANY ARTICLES REGARDING WHAT THE M.T.A., THE L.A.C.M.T.A.



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1 IS TAKING. THE O.C.T.A. IS LOOKING AT GETTING BUSES, AT SOME
2 SHUTTLE SERVICES, INCREASING PARKING AT THEIR STATIONS FOR
3 TRANSIT RIDERS. I DON'T SEE ANY STEPS BEING TAKEN BY
4 L.A.C.M.T.A. TO FOLLOW THROUGH WITH ANYTHING LIKE THAT.
5 O.C.T.A. HAS A CONTINGENCY PLAN. L.A.C.M.T.A. HAS NOTHING. I
6 SEE L.A.C.M.T.A. INVOLVED IN CONSTRUCTION OR CONSIDERING BEING
7 INVOLVED IN CONSTRUCTION AT UNIVERSAL STUDIOS FOR HOUSING AND
8 THAT'S SORT OF FACILITY. BUT NOT FOR PARKING. HOW MANY SPOTS
9 ARE GOING TO BE-- WELL, I KNOW THAT THE EXPO LINE IS IN THE
10 WORKS. IT'S BEING DONE. HOW SOON BEFORE THE EXPO LINE REACHES
11 CULVER CITY OR SHOULD I SAY LA CIENEGA AND VENICE? AND HOW
12 MANY PARK AND RIDE SPOTS WILL BE AVAILABLE THERE? WHAT IS--
13 THERE WAS AT THE LAST M.T.A. MEETING, THE 2001 LONG-RANGE PLAN
14 WAS DISCUSSED, REGARDING GETTING FUNDING FOR THE
15 TRANSPORTATION-- FOR THE CAR POOL LANES, HOT LANES. HOW LONG
16 IS THE M.T.A.'S 2001 TRANSIT PLAN, HOW LONG DOES THAT EXIST
17 FOR? IS THAT A 20-YEAR PLAN? IS THAT A 10-YEAR PLAN? YOU HAVE
18 THAT PLAN. YOU TABLED THE 2008 20-YEAR TRANSPORTATION PLAN. SO
19 WE NEED SOME ANSWERS. WE NEED SOME ANSWERS YESTERDAY. THANK
20 YOU FOR YOUR TIME, YOUR ATTENTION AND YOUR ANSWERS.

21

22 **SUP. ANTONOVICH:** ASK THOSE QUESTIONS AT THE M.T.A. SO YOU CAN
23 GET THOSE ANSWERS, OTHERWISE YOU'RE DOING SOMETHING IN THE
24 WIND.

25



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1 **ARNOLD SACHS:** I'M ASKING THOSE QUESTIONS IN A PLACE WHERE FIVE
2 MEMBERS SIT ON THE BOARD OF THE M.T.A. I WOULD THINK THAT
3 THEY'D HAVE ENOUGH--

4

5 **SUP. BURKE, CHAIR:** YOUR TIME HAS EXPIRED.

6

7 **ARNOLD SACHS:** I KNOW MY TIME. THANK YOU, MA'AM. BUT I WOULD
8 THINK THAT THE FIVE MEMBERS WHO IS IT ON THE M.T.A. BOARD HERE
9 AND HAVE SAT ON THE M.T.A. BOARD FOR OVER 20 YEARS WOULD BE
10 ABLE TO HAVE THE ABILITY AND THE IMPETUS TO SERVE THE PUBLIC.
11 I'M TRYING TO GET THE PUBLIC INVOLVED.

12

13 **SUP. BURKE, CHAIR:** THE DISCUSSION, FOR INSTANCE IN TERMS OF
14 EXPO, THEY'RE AT CRENSHAW, I THINK THEY'RE ANTICIPATING 500
15 SPOTS AT LEAST. THEY'VE HAD A LONG DISCUSSION ABOUT LA CIENECA
16 AND THE LOCATION THERE. UNIVERSAL THERE'S BEEN DISCUSSION,
17 DISCUSSION, DISCUSSION, THERE'S BEEN A LOT OF USAGE BECAUSE
18 PEOPLE USE THEM TO GO TO THEIR BUILDINGS, FOR THEIR JOBS. AND
19 WE DISCUSSED THE WHOLE ISSUE OF SOME OF THOSE ALONG THE GREEN
20 LINE THAT NO ONE IS USING. AND AS A RESULT, THEY'RE BEING USED
21 FOR SOMETIMES HOMELESS. SO IN EVERY INSTANCE, WE HAVE
22 EXTENSIVE DISCUSSION. THEY'RE ALL PARTS OF THE E.I.R. FOR EACH
23 ONE OF THEM. SO YOU HAVE TO ASK THE M.T.A. BOARD.

24



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1 **ARNOLD SACHS:** ASKING THE M.T.A. BOARD MEANS NOT HAVING ANY
2 DISCUSSION. SPEAKING OF THE GREEN LINE JUST VERY QUICKLY.

3

4 **SUP. BURKE, CHAIR:** YOUR TIME IS EXPIRED.

5

6 **ARNOLD SACHS:** THE PREVIOUS MAYOR MENTIONED THAT HE'D HAVE A
7 THIRD CAR ON THE RAIL. THAT'S OVER SIX YEARS AGO. THERE'S
8 STILL ONLY TWO LARGE CARS, OR POLITICALLY SPEAKING FOUR SMALL
9 CARS. WHEN DO WE GET A THIRD LARGE CAR OR TWO EXTRA CARS TO GO
10 ON? THAT'S WHY PEOPLE DON'T TAKE THE GREEN LINE. SIX YEARS AND
11 WAITING. THANK YOU.

12

13 **SUP. BURKE, CHAIR:** THE GREEN LINE IS-- OKAY, THANK YOU VERY
14 MUCH.

15

16 **LENAANII CHASE SIAME:** GOOD AFTERNOON. MY NAME IS LENGANJI
17 CHASE SIAME. TODAY I WOULD LIKE TO SPEAK ON A REQUEST FOR A
18 LEGITIMATE FINANCIAL STRUCTURE. I WOULD LIKE TO CONTINUE FROM
19 THE PREVIOUS SPEECH WHICH I MADE ON THE SUBJECT OF ENRON
20 CORPORATION AND THE SOUTHERN CALIFORNIA INSTITUTE OF
21 ARCHITECTURE, C.I.ARC. AS I MENTIONED IN MY PREVIOUS SPEECH I
22 WAS TOO YOUNG AND NEEDED SOME GROWING UP TO DO TO KNOW
23 ANYTHING CONCERNING BUSINESS TRANSACTIONS AND FINANCIAL
24 MATTERS. I WAS NOT EVEN CERTAIN THAT THESE TWO BUSINESS
25 VENTURES WOULD BE SUCCESSFUL TO JUSTIFY TALKING ABOUT



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1 FINANCIAL MATTERS TO A LARGE EXTENT. SO FINANCIAL ASPECTS TO
2 THESE ENTITIES WERE VAGUELY DISCUSSED AND PUT ASIDE PENDING
3 THE SUCCESS OR FAILURE OF THESE VENTURES. THESE ENTITIES IN
4 THE LONG RUN BECAME SUCCESS STORIES, TO WHICH YOU ALL KNOW
5 VERY WELL. THE ONLY SAD PART ABOUT IT IS THAT I PERSONALLY DID
6 NOT HAVE ANY ACCESS TO THIS SUCCESS IN ANY WAY AS YOU MAY
7 THINK. I ATTENDED C.I.ARC. ITSELF FOR FIVE YEARS FROM 1991 TO
8 2006 AND DURING THIS PERIOD-- 2004, EXCUSE ME. AND DURING THIS
9 PERIOD, I WAS BASICALLY A STARVING STUDENT LIVING OFF
10 FINANCIAL AID DISBURSEMENTS AND A STUDENT LOAN. I AM CURRENTLY
11 UNDER ECONOMIC HARDSHIP DEFERMENT PLAN AS I STRUGGLE TO PAY
12 BACK THIS LOAN. SO WHAT I'M ASKING FOR TODAY IS TO BRING
13 ECONOMIC JUSTICE TO THIS ABNORMAL AND FRAUDULENT BUSINESS
14 PRACTICE, IS A LEGITIMATE FINANCIAL WAY OF OPERATING THAT IS
15 FREE OF ANY KIND OF FOUL PLAY AND UNFAIR BUSINESS PRACTICE.
16 THIS FINANCIAL APPLICATION MUST HAVE FUNCTIONARY MEASURES PUT
17 IN PLACE TO MAKE IT POSSIBLE FOR ME PERSONALLY TO HAVE ACCESS
18 TO MY BUSINESS AND FINANCIAL AFFAIRS. FOR EXAMPLE, WHAT I'M
19 ASKING ARE FOR THE FOLLOWING. BANK ACCOUNTS OF VARIOUS KINDS.
20 TRAVELERS CHECKS. TRANSFER TRANSACTIONS, OFFSHORE ACCOUNTS.
21 INSURANCE SERVICES FOR MONEY DEPOSITED. CREDIT CARDS. DEBIT
22 CARDS. ACCESS TO STOCKS, BONDS, MUTUAL FUNDS. STOCK MARKET
23 TRADING. SAFETY GUARDS AND SECURITIES. FAIR BUSINESS PRACTICE.
24 FIDUCIARY DUTY PRACTICE. EDUCATION, KNOWLEDGE AND
25 UNDERSTANDING OF FINANCIAL AFFAIRS, ET CETERA, ET CETERA.



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1 BASICALLY THE ENTIRE FINANCIAL STRUCTURE AS A SURE THING THAT
2 CAN SUSTAIN MY BUSINESS AND PERSONAL NEEDS. IN CONCLUSION MY
3 BASIC KNOWLEDGE ON SMALL BUSINESS MANAGEMENT FROM MY COLLEGE
4 DIPLOMA WILL MAKE IT POSSIBLE FOR ME TO HANDLE THIS MATTER
5 ADEQUATELY TO BRING THIS WHOLE ISSUE TO A CLOSE. THANK YOU.

6

7 **SUP. BURKE, CHAIR:** THANK YOU.

8

9 **CLERK SACHI HAMAI:** THERE ARE NO FURTHER MATTERS.

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11 **SUP. BURKE, CHAIR:** WITHOUT FURTHER ISSUES, THE MEETING IS
12 ADJOURNED.

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1 I, JENNIFER A. HINES, Certified Shorthand Reporter

2 Number 6029/RPR/CRR qualified in and for the State of
3 California, do hereby certify:

4 That the transcripts of proceedings recorded by the
5 Los Angeles County Board of Supervisors July 8, 2008

6 were thereafter transcribed into typewriting under my
7 direction and supervision;

8 That the transcript of recorded proceedings as
9 archived in the office of the reporter and which

10 have been provided to the Los Angeles County Board of
11 Supervisors as certified by me.

12 I further certify that I am neither counsel for, nor
13 related to any party to the said action; nor

14 in anywise interested in the outcome thereof.

15 IN WITNESS WHEREOF, I have hereunto set my hand this
16 10th day of July 2008 for the County records to be used only
17 for authentication purposes of duly certified transcripts
18 as on file of the office of the reporter.

19

20 JENNIFER A. HINES

21 CSR No. 6029/RPR/CRR

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